United Nations A/71/832

General Assembly

Distr.: General
8 March 2017

Original: English

Seventy-first session
Agenda item 154
Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

Contents

		Page
I.	Mandate and planned results	5
	A. Overall	5
	B. Planning assumptions and mission support initiatives	5
	C. Regional mission cooperation	12
	D. Partnerships, country team coordination and integrated missions	13
	E. Results-based-budgeting frameworks	14
II.	Financial resources	42
	A. Overall	42
	B. Non-budgeted contributions	43
	C. Efficiency gains	43
	D. Vacancy factors	43
	E. Contingent-owned equipment: major equipment and self-sustainment	44
	F. Training	45
	G. Disarmament, demobilization and reintegration	46
	H. Mine detection and mine-clearing services	47
	I. Quick-impact projects	48
	J. Other programmatic activities	48

17-03823 (E) 130417

Please recycle

III. Analysis of variances 49

IV. Actions to be taken by the General Assembly 53

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/274 and 70/286, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly 54

A. General Assembly 54

B. Advisory Committee on Administrative and Budgetary Questions 59

Annexes

I. Definitions 68

II. Organization charts 70

III. Information on funding provisions and activities of United Nations agencies, funds and programmes 75

Map 79

Summary

The present report contains the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2017 to 30 June 2018, which amounts to $1,234,603,200.

The budget provides for the deployment of up to 760 military observers and staff officers, 19,815 military contingent personnel, 391 United Nations police officers, 1,050 formed police personnel, 893 international staff, 2,564 national staff, 419 United Nations Volunteers and 90 government-provided personnel.

The total resource requirements for MONUSCO for the financial period from 1 July 2017 to 30 June 2018 have been linked to the Mission's objective through a number of results-based frameworks, organized according to components (support to the creation of an environment conducive to the holding of peaceful and credible elections, security and the protection of civilians, stabilization of conflict-affected areas, and support). The human resources of MONUSCO in terms of number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in levels of resources, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars; budget year is from 1 July to 30 June)

Category	*Expenditure*[a] *(2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	585 239.2	593 499.3	602 157.4	8 658.1	1.5
Civilian personnel	309 535.7	285 896.1	279 440.0	(6 456.1)	(2.3)
Operational costs	414 712.7	356 327.7	353 005.8	(3 321.9)	(0.9)
Gross requirements	**1 309 487.6**	**1 235 723.1**	**1 234 603.2**	**(1 119.9)**	**(0.1)**
Staff assessment income	30 627.4	28 150.6	28 881.6	731.0	2.6
Net requirements	**1 278 860.2**	**1 207 572.5**	**1 205 721.6**	**(1 850.9)**	**(0.2)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**1 309 487.6**	**1 235 723.1**	**1 234 603.2**	**(1 119.9)**	**(0.1)**

[a] Includes financial resources for 124 posts (1 D-1, 2 P-5, 6 P-4, 10 P-3, 2 P-2, 28 Field Service, 8 National Professional Officer, 63 national General Service and 4 United Nations Volunteer) and operational costs in respect of the Regional Service Centre in Entebbe, Uganda, which were included in the approved budget for the 2015/16 period.

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2016/17	–	–	–	–	84	53	–	12	–	**149**
Proposed 2017/18	–	–	–	–	84	53	–	12	–	**149**
Components										
Support to the creation of an environment conducive to the holding of peaceful and credible elections										
Approved 2016/17	–	–	–	–	83	219	–	5	–	**307**
Proposed 2017/18	–	–	–	–	83	219	8	5	–	**315**
Security and the protection of civilians										
Approved 2016/17	760	19 815	391	1 050	89	289	–	42	90	**22 526**
Proposed 2017/18	760	19 815	391	1 050	89	289	–	42	90	**22 526**
Stabilization of conflict-affected areas										
Approved 2016/17	–	–	–	–	53	122	–	17	–	**192**
Proposed 2017/18	–	–	–	–	53	122	–	17	–	**192**
Support										
Approved 2016/17	–	–	–	–	576	2 068	–	343	–	**2 987**
Proposed 2017/18	–	–	–	–	576	1 881	–	343	–	**2 800**
Total										
Approved 2016/17	760	19 815	391	1 050	885	2 751	–	419	90	**26 161**
Proposed 2017/18	760	19 815	391	1 050	885	2 564	8	419	90	**25 982**
Net change	–	–	–	–	–	**(187)**	**8**	–	–	**(179)**

[a] Represents the highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) was established by the Security Council in its resolution 1925 (2010). The most recent extension of the mandate was authorized by the Council in its resolution 2277 (2016), by which the Council extended the mandate until 31 March 2017.

2. Within the overall objective of its mandate, MONUSCO will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. Those frameworks are organized according to components (support to the creation of an environment conductive to the holding of peaceful and credible elections, security and the protection of civilians, stabilization of conflict-affected areas, and support), which are derived from the mandate of the Mission.

3. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of MONUSCO in terms of number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared with the budget for the 2016/17 period have been explained under the respective components.

4. The Mission will maintain its headquarters in Kinshasa. The force headquarters and the Operations/Rule of Law pillar will remain in Goma and support three brigade headquarters and nine main field offices (Bunia, Beni, Goma, Bukavu, Dungu, Kalemie, Kisangani, Lubumbashi and Ulvira) and two sub-offices in Butembo and Lubero, subject to a continuous review and task analysis. The six antenna locations throughout western Democratic Republic of the Congo in Bandundu, Matadi, Mbandaka, Mbuji-Mayi, Kananga and Kindu will focus on maintaining situational awareness, political analysis, human rights monitoring and reporting capacities, which will be particularly important throughout the electoral period. The Mission will also ensure that its footprint in these locations is sufficiently flexible to address needs in other priority locations, as required, based on the security and humanitarian situation. Similarly, the Mission will designate existing staff to serve on standby teams in three hubs (Goma, Kinshasa and Lubumbashi). These teams will deploy preventively to areas at high risk of violence, including elections-related violence, to monitor and report on human rights violations.

B. Planning assumptions and mission support initiatives

5. The Democratic Republic of the Congo is at a moment of critical transition that will affect the political, social and security trajectory of the country for years to come. Presidential and legislative elections are scheduled to be held by December 2017, in accordance with the political agreement signed in December 2016 between the majority of political actors. It is expected that the uncertainty over the electoral process will drive heightened political tensions and increasing polarization, potentially resulting in an increase in human rights violations. Meanwhile, the political environment is likely to exacerbate the possibility of outbreaks of violence in urban centres and the likelihood of instrumentalization of both armed groups and

ethnic identities. These dynamics will be exacerbated by ongoing security challenges and negative socioeconomic trends that will have an impact on the living conditions of the general population and on the payment of State agents, including the security services.

6. Meanwhile, in spite of renewed cooperation between MONUSCO and the Forces armées de la République démocratique du Congo (FARDC), which is expected to continue throughout the 2017/18 period, armed group activity is expected to persist, threatening the security of civilians. Recent increases in inter-ethnic tensions in North and South Kivu, Tanganyika and Ituri are a particularly troubling trend that is compounding an already fragile situation in those provinces.

7. The Mission is mandated to help the Security Council achieve an overall objective, namely, to advance peace and security in the Democratic Republic of the Congo. In support of this broad objective, the Mission has three key priorities for the 2017/18 period. These are: (a) support for the creation of an environment conducive to the holding of peaceful, inclusive, credible and timely elections and to institutional reform; (b) the protection of civilians, through a comprehensive approach involving all components of MONUSCO; and (c) stabilization, including through a comprehensive United Nations stabilization strategy. In its efforts to protect civilians in the context of elections and to monitor and report on human rights violations and advocate for political and democratic space, MONUSCO will need to cover an ever broader geographical area. This will entail travel of stand-by teams from existing field offices or antennas to areas with no existing Mission presence, particularly in western Democratic Republic of the Congo. Moreover, the Mission expects that field office-based staff will be increasingly required to travel to other high-risk locations within the area of responsibility to gather information and liaise with community stakeholders.

8. The Mission will continue to engage with the Government in a strategic dialogue leading to the joint development of an exit strategy for MONUSCO. This exit strategy will be based on mutually agreed conditions-based targets, which would trigger the gradual and progressive drawdown of the Mission.

Support to the creation of an environment conducive to the holding of peaceful and credible elections

9. The overarching strategic priority of MONUSCO is to support the establishment of a political environment conducive to the holding of peaceful, credible, inclusive and timely elections in an increasingly fractious political environment, noting that elections are already delayed beyond the timeline envisaged in the Congolese constitution. The Mission will facilitate political dialogue among key stakeholders to encourage the implementation of the agreement of 31 December and progress towards elections; promote respect for and protection of political space, including by providing access to a diversity of views on Radio Okapi; and ensure the protection of fundamental freedoms and human rights. Through good offices, political engagement, and advocacy, the Mission will facilitate an inclusive and credible dialogue at the national and local levels involving a broad range of political and civil society stakeholders, with a special emphasis on women. The Mission will also work to promote and protect fundamental freedoms, and human rights through engagement with communities, civil society, political stakeholders, State security actors and State authorities and institutions, including the National Human Rights Commission, the High Council for Media and the Independent National Electoral Commission.

10. In line with Security Council resolution 2277 (2016), MONUSCO will continue to review its presence in areas deemed to be at high risk of political

violence during the electoral period, particularly in western Democratic Republic of the Congo. The Mission will strengthen its capacity to monitor and report on human rights violations and advocate for political space in these areas during the 2017/18 period, with a view to mitigating the risk of violence during the period. Similarly, the Mission's communications and outreach capacity, and particularly Radio Okapi, will remain a critical tool during this period, allowing the Mission to contribute to national coverage and political space in support of a transparent and credible electoral process. The Mission will coordinate with the African Union and regional actors in its efforts in support of political dialogue and elections and, in collaboration with the United Nations country team, will monitor and evaluate the advancement of a revised and consensual electoral calendar, advocating the adoption of the appropriate electoral budget and electoral code of conduct.

Security and the protection of civilians

11. Violence and armed group activity have not yet been reduced to a level manageable by Congolese security institutions, and the current trends of armed group fragmentation and inter-ethnic conflict are projected to continue into the 2017/18 period. The civilian population continues to experience significant threats from numerous armed groups, including high levels of human rights violations such as forced displacement, killings, rapes, kidnappings, child recruitment, looting of property, illegal taxation and other forms of violence, coercion and deprivation. As such, the need to provide protection to the affected civilian population remains paramount. Given the context of an uncertain electoral process, the Mission notes the potential for increasing politicization of armed conflict and political instrumentalization of ethnic identities, and has identified a number of areas at high risk of electoral-related violence. Through the 2017/18 period, MONUSCO will take all measures within its capacities to prevent, mitigate and respond to the risks posed to civilians by both armed groups and by violence in the context of elections.

12. MONUSCO will continue its efforts to prioritize the protection of civilians through a comprehensive approach involving all components of the Mission. These efforts will aim to reduce the threat posed by Congolese and foreign armed groups and the threat of violence against civilians, including sexual and gender-based violence and violence against children, to a level that can be effectively managed by Congolese justice and security institutions. This comprehensive approach to protection, drawing on the contributions of military, police and civilian components, will be based on a broad spectrum of efforts to contribute to the preventive protection of civilians, and the neutralization of armed groups in support of protection efforts. Such efforts include good offices engagement to seek political solutions to the conflict; planned operations and proactive and preventive action by the force; and a range of civilian efforts, including continuous efforts to demobilize, disarm and either reintegrate or repatriate combatants; engagement with armed groups for the immediate release of children; the provision of assistance to nationally led investigations, prosecutions, prison security and Government-led reinsertion efforts; field-office-led efforts to create mechanisms for community dialogue; and continued human rights monitoring and reporting. In line with resolution 2277 (2016), actions taken to address the threat of armed groups will be based on tailored strategies and supported by an increased analytical capacity on natural resources, criminal networks with links to armed groups, and arms embargo monitoring, with a view to informing mission planning, good offices engagement, and the tailored armed group strategies.

13. In line with the new emphasis on the protection of civilians in the context of elections, significant Mission efforts will be directed towards the prevention of violence in the electoral and political context. This preventive posture includes

significantly increased monitoring and reporting on elections-related human rights violations and advocating for political space; good offices engagement at the local and national levels to promote respect for human rights and fundamental freedoms; the provision of training to the Congolese national police on human rights and public order management; and increased mobility for both civilian monitoring and reporting teams to reach areas without a permanent MONUSCO presence deemed to be at risk of electoral violence, and for the force or police, should the need to redeploy arise.

14. Following the resumption of military cooperation between MONUSCO and FARDC against armed groups, MONUSCO will continue supporting FARDC in operations against priority armed groups, including the Allied Democratic Forces (ADF), the Forces démocratiques de libération du Rwanda (FDLR), the Forces de résistance patriotique de l'Ituri (FRPI), and the Lord's Resistance Army (LRA), in the context of broader tailored strategies for addressing the threat of each of these armed groups. These groups continue to constitute grave threats to civilians and to destabilize many parts of eastern Democratic Republic of the Congo. MONUSCO will continue to provide logistical support to FARDC, though at slightly reduced levels compared with the 2016/17 period, in the light of slightly increased logistical support to the Congolese national police. Such logistical and operational support to FARDC includes rations, fuel, freight support, operational planning and air support. This support, provided in strict compliance with the United Nations human rights due diligence policy, also serves to improve the professionalism of FARDC and its awareness of human rights. Strategically, the Mission's support to FARDC is an important contribution to progress towards the mandated priority of armed group neutralization in support of the protection of civilians. Operationally and tactically, support to FARDC ensures the ability of MONUSCO to influence planning and the conduct of coordinated operations against armed groups, including through the exchange of information between FARDC and MONUSCO, thereby increasing the situational awareness.

15. MONUSCO will also continue to review the deployment of its force to ensure that it is best configured to respond to threats stemming from both armed group activity and elections-related violence. The induction of the third of three rapid deployment battalions, the enhancement of aerial reconnaissance capability, the induction of the Military Threat Analysis Unit, and the effective use of the military engineer companies to provide access to remote areas will contribute to greater force mobility and the capacity for rapid and better targeted intervention to neutralize armed group activities. The number of company and temporary operating bases will be continuously reviewed and, where possible, reduced in favour of temporary company-level deployments of up to four weeks.

16. The MONUSCO police component will maintain a presence in 25 locations, including 10 sectors and 9 subsectors in eastern Democratic Republic of the Congo, and 6 antenna locations in the western part of the country. Members of the police component, including formed police units and United Nations police officers, will continue efforts to protect civilians through active and robust patrolling, and through continued support to capacity-building and institutional reform efforts in support of the Congolese national police. The police component plans to extend the integrated strategy for the fight against insecurity from 6 currently operational areas to 11, and to provide further monitoring, mentoring, training and advising, and logistical support to the Congolese national police in support of the protection of civilians and the restoration of State authority. Direct operational assistance to the Congolese national police, which is estimated at approximately $1.4 million and includes rations, fuel and mobility support, will be provided in strict compliance with the United Nations human rights due diligence policy. This operational and

training assistance is provided directly in support of the Mission's mandate to protect civilians in the context of elections, including through preventive measures (which include the training of State agents), and in support of the Mission's stabilization efforts, which ultimately require a legitimate, accountable, functioning and professional police force. In view of growing tension around the electoral process, the police component will continue the training of intervention units in public order management while seeking donor support in equipping the trained personnel. The police component, in collaboration with the United Nations Mine Action Service, will continue the training of officers of the Congolese national police on weapons management and storage aimed at enhancing safety and security in addition to mitigating risks of the misuse and proliferation of weapons.

17. In support of its protection mandate, MONUSCO will continue to focus on preventing, monitoring and reporting on human rights violations committed by all actors in conflict-affected areas, and will further increase efforts to report on restrictions of political space, fundamental freedoms and human rights violations committed in the context of the electoral cycle.

Stabilization of conflict-affected areas

18. The Mission's stabilization efforts will focus on enabling and supporting Congolese and United Nations country team stakeholders to address the root causes and break the cycles of violence in a sustainable manner. The effective presence of accountable, functional, trained and equipped security and civil State actors is essential for sustainable peace. MONUSCO will contribute to such stabilization efforts by continuing to coordinate and manage the multi-partner International Security and Stabilization Support Strategy, which is aligned with and supports the Government's reconstruction programme. In the 2017/18 period, MONUSCO, through the International Security and Stabilization Support Strategy, will advance the implementation of programmes in six priority zones in Ituri, North Kivu and South Kivu provinces, in close coordination and alignment with the Government's reconstruction programme, the United Nations country team and donors.

19. The MONUSCO disarmament, demobilization and reintegration programme and its efforts to support the Government in the implementation of its national disarmament, demobilization and reintegration programme plan, serve as a critical link between protection efforts (removing the threat posed to civilians by combatants through disarmament) and stabilization efforts (through advisory support for the Government's reintegration plan, and through area-based community violence reduction programming). In the 2017/18 period, the Mission will increase its attention on community violence reduction programming through an area-based approach, focusing on: (a) supporting the transition of ex-combatants into civilian life; (b) mitigating the recruitment in violence-prone communities by armed or criminal groups; and (c) protecting community members and demobilized elements from militias and/or self-defence groups. Recognizing that many armed elements or groups that continue to operate throughout eastern Democratic Republic of the Congo effectively function as organized criminal groups, for which existing disarmament, demobilization and reintegration processes may not provide clear incentives, the Mission will expand its analytical and operational capacity to examine criminal networks with links to armed groups, addressing these issues through tailored armed group strategies.

20. MONUSCO will also continue to advance stabilization efforts through support for the establishment of functional, professional, and accountable State institutions, including civil and judicial institutions, especially to enhance the functioning of the criminal justice system in priority areas. To that end, MONUSCO will provide advice, training, and mentoring to civil administration authorities at the local and

territorial levels, and to judicial authorities. In addition, the Mission will support the capacity reinforcement of land governance mechanisms in Beni and of local security committees to address and respond to security and protection concerns in a coordinated manner, and improve the committees' relations with the population. The Mission will contribute to security in those areas through the deployment of the MONUSCO police and force, and by advocating for the deployment of accountable and professional State security forces to those areas. In line with resolution 2277 (2016), MONUSCO will also support national authorities in the safe and effective management, storage, and security of weapons and ammunitions stockpiles. The Mission will continue, in collaboration with the United Nations Development Programme (UNDP), partners and national authorities, to capture the population's perception on justice, security and stabilization through the polling project, with a view to systematically incorporating quality information into decision-making and monitoring progress.

21. Finally, in support of the institutional reform necessary for long-term stability, MONUSCO will continue to support national reform processes in line with national commitments of the Peace, Security and Cooperation Framework agreement. This entails support for national security sector reform efforts, in compliance with the human rights due diligence policy. In a contribution to both the creation of an environment conducive to peaceful and credible elections, and to longer-term institutional reform and professionalization of the Congolese national police, the police component will provide training and sensitization to the Congolese national police on human rights and public order management. The police component will enhance the investigative capacity of the national police in the fight against serious and organized crime through mentoring, training and the constitution of specialized investigative units in six urban centres.

Mission initiatives and support

22. Mission support will continue to provide logistical and administrative support for the effective delivery of the MONUSCO mandate. Its main focus will be full implementation of the global field support strategy aimed at improving resource effectiveness and achieving efficiencies through further standardization of service delivery and refinement of the supply chain.

23. The supply chain management pillar will continue the transition, which began during the 2016/17 period, to concentrate on streamlining the flow and the management of the goods and assets through its five distribution hubs in Entebbe, Kinshasa, Bukavu, Goma and Bunia, as well as leveraging the capacity of the Entebbe Support Base targeting uninterrupted and cost-effective logistical support.

24. The Ports of Mombasa in Kenya and Dar es Salaam in the United Republic of Tanzania will continue to be the entry points for the goods and materials for the eastern part of the Mission in the Democratic Republic of Congo. The east Africa corridor pilot project, which covers six peacekeeping missions in East Africa (MONUSCO, MINUSCA, UNAMID, UNMISS, UNISFA and UNSOS) will test the use of coordinated planning, sourcing and delivery process for a small number of high-value and high-volume-consumption commodities. This will help MONUSCO to streamline its logistical line and optimize the use of the ports. The project will further enhance the capacity of the Mission to track and deliver assets through the use of the radio-frequency identification system at the five distribution hubs named above. It is envisaged that the utilization of radio-frequency identification will enhance the physical verification of the assets at each of the hubs and improve the asset management of the Mission through better accountability and reporting capability.

25. Given the size of the country and the scope of operations, including the requirements for a more agile force, air transport will remain the only viable option for connection in some areas of operation. In the 2017/18 period, the Mission will have a fleet of 48 aircraft, comprising 14 fixed-wing aircraft and 34 helicopters. The Mission will continue to deploy unmanned aerial vehicles for approximately 3,500 flying hours per year, which will provide surveillance capability that will improve situational awareness and provide support for the MONUSCO operations.

26. The Mission will support the force transformation through the maintenance of existing camps, improving security arrangements and maintaining facilities in existing locations. In view of the continuous transformation, the Mission will support the Force deployment to the evolving disposition of armed groups by opening six force infantry battalion company operating bases and two company operating and temporary company bases to support the air operation requirements. The Mission will also support the movements of the framework brigade to and from the bases and will ensure that goods and supplies are transported optimally.

27. In view of the ongoing protection and stabilization efforts, the Mission will continue to provide support to FARDC, the Congolese national police and disarmament, demobilization, reintegration/repatriation and resettlement, including the provision of rations, fuel and transportation services and the maintenance of disarmament, demobilization, reintegration/repatriation and resettlement camps.

28. The Mission will continue its efforts to ensure that due consideration is given to the environment, that the Mission has appropriate waste management and disposal systems, and that existing hygiene and water sanitation plan facilities are upgraded. It will continue to make investments in developing solid non-hazardous waste disposal sites, and construct new landfills across the Mission operating areas.

29. The Mission intends to continue the phased replacement initiated in the 2016/17 period of material-handling equipment through inter-mission transfer, where feasible, and the acquisition of light passenger vehicles where life expectancy has been exceeded or the vehicles are uneconomical to repair.

30. The Mission will extend secured information and communications technology services across the Mission to provide adequate coverage and support. During the 2017/18 period, the Mission will yield the full benefit of the implementation of the unified communications project aimed at improving Internet connectivity and will continue the expansion of its O3b capabilities to provide faster connectivity with higher bandwidth with lower latency for the selected sites.

31. The Mission will support the force through an expanded and enhanced information technology and communications system by providing end-user mobile devices using the Global Positioning System to enable the force to easily navigate the common operational picture. The deployment of such a communication tool is expected not only to provide support for the substantive and support components of the Mission but also will be a significant development that can be easily replicated across other peacekeeping missions.

32. The Mission conducted a comprehensive civilian staffing review in November 2016 aimed at providing transparency and clarity of the staffing structure of the Mission, the conclusions and recommendations of which will be considered in the context of budget proposals for future periods. The realignment and structural changes are driven by, among other things, the need to improve the monitoring and reporting structure of the Mission, particularly with the enhanced responsibilities of the field offices.

33. The proposed Mission civilian staffing establishment would comprise 3,966 personnel, including 893 international staff, 2,564 national staff, 419 United Nations

Volunteers and 90 government-provided personnel, representing an overall decrease of 179 posts. The organizational structure by components reflects the changes in the structure of the results-based budgeting, with the proposed realignment of the Gender Affairs Section from component 2 to executive direction and management; the Office of the Force Commander, the Office of the Police Commissioner, the Human Rights Office, the Child Protection Section and the Civil Affairs Section from component 1 to component 2; the Disarmament, Demobilization and Reintegration Section, the Stabilization Unit and the Justice and Correction Section from component 2 to component 3; and the Political Affairs Division, the Electoral Support Unit and the Office of Public Information and Radio Okapi from component 3 to component 1.

34. The Mission will continue to use the Regional Procurement Office in Entebbe to streamline procurement services in the Central and East African regions through joint regional acquisition planning, the development of a regional procurement strategy, regional vendor management and the consolidation of requirements for regional systems contracts. For this purpose, six posts (1 P-4, 1 P-3 and 4 national General Service) will continue to be located in the Regional Procurement Office in Entebbe under the management of the Procurement Division of the Secretariat, in accordance with General Assembly resolution 69/273.

35. The estimated resource requirements for the maintenance and operation of the Mission for the 2017/18 financial period amount to $1,234,603,200 a decrease of $1,119,900 or 0.1 per cent compared with the approved budget for 2016/17 of $1,235,723,100. The estimates for 2017/18 reflect decreased requirements with respect to: (a) civilian personnel, owing mainly to the proposed abolishment of 187 national General Service staff posts of Language Assistants in the field offices and to a reduction in the number of staff receiving danger pay following the discontinuation of the entitlement to danger pay for staff stationed in Goma and Bukavu with effect from 1 January 2016; and (b) operational costs, owing mainly to reduced requirements under air operations resulting from the lower cost of the new contract for the commercial Mi-8TV, namely a reduction of the average cost per flying hour from $450 in 2016/17 to $360 in 2017/18 and of operating costs from $2.9 million in 2016/17 to $2.5 million in 2017/18, and under naval transportation owing to the discontinuation of requirements for the rental of vessels and in particular the non-deployment of the mother ship to support the force on Lake Tanganyika, as the Mission was unable to procure the services though the procurement process. The overall decrease in resource requirements is offset in part by increased requirements with respect to military and police personnel as a result of the increase in the rate of reimbursement to troop- and police-contributing countries of $1,410 per person per month effective 1 July 2017, approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 per person per month for 2016/17; and improved serviceability and higher monthly cost of contingent-owned major equipment.

C. Regional mission cooperation

36. MONUSCO will continue to coordinate closely with the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and with other envoys, and will support regional initiatives, including the Peace, Security and Cooperation Framework and the Regional Task Force on the Lord's Resistance Army. Continued engagement with regional organizations, such as the International Conference on the Great Lakes Region and the Southern African Development Community, will remain important with a view to accelerating efforts to neutralize armed groups, such as FDLR and ADF, and the repatriation of ex-combatants of the Mouvement du 23 mars (M23).

37. MONUSCO will continue to work closely with regional and other peacekeeping operations. The Mission will also provide logistics support, including the lending of aircraft and services within existing capacity on a cost-reimbursable basis, and in accordance with the Financial Regulations and Rules of the United Nations and the terms of various memorandums of understanding. The role of MONUSCO as the main service provider to tenants at the Entebbe Support Base will continue.

38. The Entebbe Support Base continues to be a part of MONUSCO logistics hub. MONUSCO maintains the base as a key logistics hub for the receipt, inspection and redistribution of goods to the areas of Beni, Bukavu, Bunia, Dungu, Goma and Kisangani. The financial resources and staffing complement of the base are part of the Mission's overall budget and the outputs of the Entebbe Support Base are included in the results-based-budgeting framework under the support component.

39. Owing to its geographical location, Entebbe Support Base also provides support to neighbouring missions, including: (a) air transportation services, such as ground handling, air terminal services and passenger and cargo services for United Nations flights; (b) accommodation and food for military and police personnel in transit camps; (c) medical services, including medical repatriation and the coordination of evacuation, autopsy services and hospitalization; (d) fire safety of MONUSCO premises and security support to United Nations personnel; (e) protocol support to United Nations delegations and official visitors; (f) transport support, including the rental of cars; (g) the receiving and inspection of consignments; and (h) property inventory control and disposal support.

40. In addition to hosting the Regional Service Centre in Entebbe, the Entebbe Support Base also hosts the Regional Procurement Office, UNMISS Movement Control, the Regional Ombudsman, the UNISFA back office, the MINUSCA liaison office, the Office of Internal Oversight Services, the civilian predeployment training team and the United Nations Mine Action Centre. These entities are provided with logistical support on a cost-reimbursable basis.

D. Partnerships, country team coordination and integrated missions

41. MONUSCO will continue to use its good offices mandate to work in close coordination with key regional actors and United Nations country team members, including the African Union, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region, and UNDP, in support of strategic engagement with the Government and other relevant actors on the creation of conditions conducive to peaceful, credible, and transparent elections. The Mission will also work with the country team and regional partners to support national and regional progress towards the commitments under the Peace, Security, and Cooperation Framework.

42. The Mission will work in an integrated and collaborative manner with the United Nations country team, in line with the areas of joint action and transition identified in the Mission concept for 2016. These have been jointly agreed between the Mission and the country team, and include: elections; justice, gender, and human rights; joint analysis and planning to address the root causes of conflict; peace consolidation; and reinsertion and reintegration of demobilized foreign and national ex-combatants and returnees. In support of progress in these priority areas, the Mission and the country team will implement several joint programmatic initiatives in the 2017/18 period. Moreover, these priority areas will inform the development of the United Nations Development Assistance Framework 2018-2022, which serves as the primary integrated strategic framework for transition planning. The Strategic

Policy Group, composed of the leadership of the Mission and of the United Nations country team, will continue to hold regular meetings to coordinate and oversee deepened collaboration in these areas.

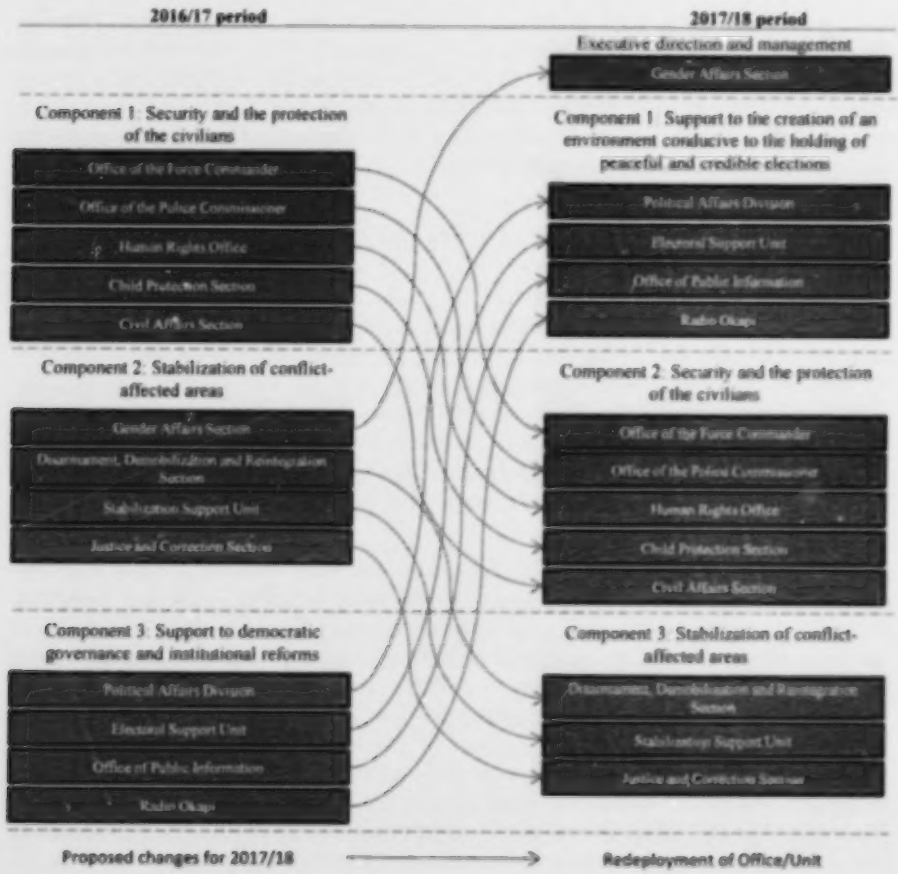
43. MONUSCO will also continue to coordinate donor engagement in the International Security and Stabilization Support Strategy, which will implement programmes in six priority zones throughout North Kivu, South Kivu and Ituri provinces in the 2017/18 period. MONUSCO will also ensure that the programmes of the United Nations country team in these six priority zones are aligned with the Support Strategy, and will ensure close coordination and alignment with the Government's Stabilization and Reconstruction Plan for Areas Emerging from Armed Conflict.

E. Results-based-budgeting frameworks

44. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms with respect to the six categories are contained in annex I.A to the present report.

45. As noted in paragraph 33 above, the following chart reflects changes in the organizational structure by components of the results-based budgeting.

Realignment of the organizational structure of the Mission


2016/17 period
2017/18 period
Executive direction and management
Gender Affairs Section
Component 1: Security and the protection of the civilians
Office of the Force Commander
Office of the Police Commissioner
Human Rights Office
Child Protection Section
Civil Affairs Section
Component 1: Support to the creation of an environment conducive to the holding of peaceful and credible elections
Political Affairs Division
Electoral Support Unit
Office of Public Information
Radio Okapi
Component 2: Stabilization of conflict-affected areas
Gender Affairs Section
Disarmament, Demobilization and Reintegration Section
Stabilization Support Unit
Justice and Correction Section
Component 2: Security and the protection of the civilians
Office of the Force Commander
Office of the Police Commissioner
Human Rights Office
Child Protection Section
Civil Affairs Section
Component 3: Support to democratic governance and institutional reforms
Political Affairs Division
Electoral Support Unit
Office of Public Information
Radio Okapi
Component 3: Stabilization of conflict-affected areas
Disarmament, Demobilization and Reintegration Section
Stabilization Support Unit
Justice and Correction Section
Proposed changes for 2017/18
Redeployment of Office/Unit

46. The Mission has reorganized its components to align them with the priorities outlined in its Mission concept of July 2016. The Gender Affairs Section was moved to executive direction and management and reports directly to the Special Representative of the Secretary-General, in line with Security Council resolution 2242 (2015), in which the Council welcomed the placement of senior gender advisers in the offices of Special Representatives, and with General Assembly resolution 70/286, in which the Assembly requested the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership. This move will heighten accountability for the integration of gender into the Mission mandate delivery and will strengthened strategic and technical support to all substantive components.

Executive direction and management

47. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General									
Approved posts 2016/17	1	–	1	1	2	**5**	5	1	**11**
Proposed posts 2017/18	1	–	1	1	2	**5**	5	1	**11**
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff									
Approved posts 2016/17	–	1	12	18	4	**35**	22	5	**62**
Proposed posts 2018/19	–	1	12	18	4	**35**	22	5	**62**
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Rule of Law and Operations in the East)									
Approved posts 2015/16	1	1	4	3	3	**12**	7	1	**20**
Proposed posts 2016/17	1	1	4	3	3	**12**	7	1	**20**
Net change	–	–	–	–	–	–	–	–	–
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)									
Approved posts 2016/17	1	1	4	–	3	**9**	4	1	**14**
Proposed posts 2017/18	1	1	4	–	3	**9**	4	1	**14**
Net change	–	–	–	–	–	–	–	–	–
Gender Affairs Section									
Approved posts 2016/17	–	–	2	1	1	**4**	5	4	**13**
Proposed posts 2017/18	–	–	2	1	1	**4**	5	4	**13**
Net change	–	–	–	–	–	–	–	–	–

	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Heads of Liaison Offices									
Approved posts 2016/17	–	–	2	–	2	4	3	–	7
Proposed posts 2017/18	–	–	2	–	2	4	3	–	7
Net change	–	–	–	–	–	–	–	–	–
Heads of Field Offices									
Approved posts 2016/17	–	3	6	–	6	15	7	–	22
Proposed posts 2017/18	–	3	6	–	6	15	7	–	22
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved posts 2016/17	3	6	31	23	21	84	53	12	149
Proposed posts 2017/18	3	6	31	23	21	84	53	12	149
Net change	–	–	–	–	–	–	–	–	–

[a] Includes National Professional Officers and national General Service staff.

Component 1: support to the creation of an environment conductive to the holding of peaceful and credible elections

48. As described in the framework below, the Mission's key priority in the 2017/18 period is to contribute to the establishment of an environment conducive to peaceful, credible, and inclusive elections through a broad range of efforts, including good offices engagement and increasing human rights monitoring and reporting, at the national and local levels. The Mission will focus its efforts on ensuring that a credible electoral process can peacefully unfold. Together with the Mission's continuous engagement to advance progress in other priority areas, these efforts will contribute to ensuring sustainable and inclusive peace and stability in the Democratic Republic of the Congo, paving the way for the eventual exit of MONUSCO.

49. A key element of a credible and peaceful electoral process is the provision of adequate political space and the protection of human rights for all stakeholders. MONUSCO will promote inclusive and peaceful political dialogue, equitable access to media, free and inclusive political debate and freedom of opinion, expression and peaceful assembly. In support of these, the Mission will advocate to State authorities, the National Human Rights Commission, the Independent National Electoral Commission, the High Council for Media, political parties, religious networks and other actors to reduce the risk of violence, and will engage through good offices and dialogue with civil society and local communities. Through political engagement at the national, provincial, and local levels with key political, civil society and community stakeholders, MONUSCO will promote an inclusive dialogue, including promoting an increased representation and participation of women and youth in political and electoral processes, and respect for human rights during the electoral process.

50. MONUSCO will also increase its efforts to monitor and report on human rights violations committed in the context of elections-related violence, and on violations of fundamental freedoms and restrictions of political space. The Mission will continue to review its presence throughout the country, with a view to

strengthening situational awareness and analytical capacity as well as its ability to respond to possible violence in the context of the electoral process, in line with resolution 2277 (2016). In order to reach areas at high risk of elections-related violence in western Democratic Republic of the Congo, the Mission will establish mobile teams to deploy on short notice as a preventive measure to monitor and report on potential human rights violations. In support of an electoral process that is peaceful and respectful of human rights, the MONUSCO police component will provide training to the Congolese national police on respect for human rights in the context of public order management.

Expected accomplishments	*Indicators of achievement*
1.1 Establishment of an environment conducive to peaceful, credible, and inclusive elections	1.1.1 An inclusive dialogue among national and local stakeholders has taken place, a consensual road map for the holding of elections has been agreed upon, and the voter register has been updated
	1.1.2 Human rights, in particular political rights to peaceful demonstrations and freedom of expression, assembly, and equal access to media for political actors, are promoted and respected throughout the electoral period
	1.1.3 Increase in the percentage of women deputies (2015/16: 9 per cent; 2016/17: 9 per cent; 2017/18: 15 per cent)

Outputs

- 10 monthly meetings at the national, provincial and local levels with representatives of political parties from both the presidential majority and the opposition, as well as with State authorities and civil society organizations, to facilitate continued dialogue among all stakeholders on the holding of credible and peaceful elections and to foster the participation and involvement of youth and women throughout the electoral cycle and in related political processes
- 6 meetings with women politicians and political platforms to advise on and monitor the advancement of the implementation of an action plan to advance women's political involvement and representation
- 12 reports on the human rights situation, including gender-based human rights violations
- 1 report on violations of fundamental freedoms and human rights linked to restrictions of the democratic space and other political rights
- Monthly consultations with the National Human Rights Commission and the Ministry of Justice and Human Rights to advocate for improved accountability for the respect of the rights to freedoms of assembly, expression and association
- Monthly consultations with the Independent National Electoral Commission, the High Council for Media and other relevant national authorities to advocate for improved accountability for the respect of human rights in the electoral process as well as equal access to radio and television air time for political parties and candidates
- Bimonthly high-level consultations with the Independent National Electoral Commission to evaluate progress in adopting a revised consensual electoral calendar; an adequate electoral budget and disbursement plan; an electoral code of conduct; and an updated electoral register through a transparent and credible process

- 10 hours of broadcast per week through Radio Okapi, representing diverse views from the presidential majority, the opposition and civil society on developments related to the elections
- Weekly meetings with the Executive Board of the Independent National Electoral Commission and its technical divisions to provide advice on issues related to the implementation of the electoral calendar
- Monthly meetings of the Partnership Committee and the Elections Technical Committee on financial and logistical support of the international community to the electoral process
- 36 sensitization campaigns and 18 workshops facilitated for Congolese authorities, civil society and communities, including youth and women, in identified hotspots and in urban areas (Goma, Kinshasa and Lubumbashi), on best practices for peaceful elections and peaceful cohabitation and tolerance, and on the role of civil society in mitigating violence

External factors

The presidency, Government and parliament mobilize the political will to organize elections according to an agreement and timeline widely accepted as legitimate by political and civil society actors. The presidency, the Government, along with leading members of the majority coalition, and key political figures remain open to dialogue and consensus-building with all sectors on elections

Table 2

Human resources: component 1, support to the creation of an environment conductive to the holding of peaceful and credible elections[a]

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[b]	*United Nations Volunteers*	***Total***
Political Affairs Division									
Approved posts 2016/17	–	2	21	23	4	50	21	5	76
Proposed posts 2017/18	–	2	17	18	4	41	21	5	67
Net change	–	–	(4)	(5)	–	(9)	–	–	(9)
Electoral Support Unit									
Approved posts 2016/17	–	–	–	–	–	–	–	–	–
Proposed posts 2017/18	–	–	4	5	–	9	–	–	9
Net change	–	–	4	5	–	9	–	–	9
Approved temporary positions[c] 2016/17	–	–	–	–	–	–	–	–	–
Proposed temporary positions[c] 2017/18	–	1	2	5	–	8	–	–	8
Net change	–	1	2	5	–	8	–	–	8
Subtotal									
Approved 2016/17	–	–	–	–	–	–	–	–	–
Proposed 2017/18	–	1	6	10	–	17	–	–	17
Net change	–	1	6	10	–	17	–	–	17
Office of Public Information									
Approved posts 2016/17	–	1	5	14	8	28	16	–	44
Proposed posts 2017/18	–	1	5	14	8	28	16	–	44
Net change	–	–	–	–	–	–	–	–	–

Civilian staff	International staff						National staff[b]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Radio Okapi									
Approved posts 2016/17	–	–	3	1	1	5	182	–	187
Proposed posts 2017/18	–	–	3	1	1	5	182	–	187
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved 2016/17	–	4	29	38	13	83	219	5	307
Proposed 2017/18	–	4	29	38	13	83	219	5	307
Net change	–	–	–	–	–	–	–	–	–
Approved temporary positions[c] 2016/17	–	–	–	–	–	–	–	–	–
Proposed temporary positions[c] 2017/18	–	1	2	5	–	8	–	–	8
Net change	–	1	2	5	–	8	–	–	8
Total, including temporary positions									
Approved 2016/17	–	4	29	38	13	83	219	5	307
Proposed 2017/18	–	5	31	43	13	91	219	5	315
Net change	–	1	2	5	–	8	–	–	8

[a] The approved staffing for component 1 in the 2016/17 period is the staffing complement shown under component 3 in the budget report for the 2016/17 period, which was approved by the General Assembly in its resolution 70/274.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

Political Affairs Division

International staff: decrease of 9 posts (redeployment of 1 P-5, 3 P-4 and 5 P-3 posts to the Electoral Support Unit)

51. Based on the assessment of the Mission, it is proposed that a separate Electoral Support Unit, which was previously incorporated in the Political Affairs Division, be re-established. Accordingly it is proposed that nine posts consisting of one post of Senior Electoral Officer (P-5) and eight posts of Electoral Officer (3 P-4 and 5 P-3) be redeployed to the Electoral Support Unit.

Electoral Support Unit

International staff: increase of 17 posts and positions (redeployment of 1 P-5, 3 P-4 and 5 P-3 posts from the Political Affairs Division and establishment of 1 D-1, 2 P-4 and 5 P-3 general temporary assistance positions)

52. It is proposed that nine posts of Senior Electoral Officer (1 P-5) and Electoral Officer (3 P-4 and 5 P-3) be redeployed from the Political Affairs Division and eight temporary positions of Chief Electoral Officer (1 D-1), Field Coordinator (1 P-4), Legal Officer (1 P-4), Area Manager (1 P-3), Reporting Officer (1 P-3), External Relations Manager (1 P-3), Gender Adviser (1 P-3) and Training and Capacity-Building Officer (1 P-3) be established.

53. One of the key priorities of the Mission for the 2017/18 period is the support to the creation of an environment conducive to the holding of peaceful, inclusive, credible and timely elections and to institutional reform. In this context the Chief

Electoral Affairs Officer (D-1) would provide technical assistance to the Independent National Electoral Commission and advise the Special Representative of the Secretary-General and the Mission leadership on technical and political issues related to the electoral process to encourage progress towards an electoral process that is in accordance with international standards and executed in a sustainable and cost-effective manner; head the Mission's Electoral Support Unit and supervise the United Nations Integrated Electoral Team comprising the Electoral Support Unit and the UNDP/Projet d'appui au cycle électoral au Congo programme; ensure durable capacity-building in the provision of electoral technical assistance and advice to national electoral authorities on electoral matters; and assess political and technical issues that arise in the conduct of that process, analyse them and propose solutions accordingly.

54. The Field Coordinator (P-4) would coordinate field operations; provide technical assistance to the Independent National Electoral Commission nationwide; facilitate the smooth implementation of electoral operations in the field; collect field reports, analyse operational issues at the provincial level and respond to those challenges by proposing sound and pragmatic solutions; and assist in the dissemination of communications between the Electoral Support Unit and the field offices. The Legal Officer (P-4) would provide advice and guidance to the Independent National Electoral Commission on relevant aspects of the electoral law, regulations and procedures for the electoral process and relevant codes of conducts; inform the Mission leadership of legal, political and constitutional implications related to the political and electoral process; ensure that operational activities are conducted within the legal, regulatory and procedural framework; monitor developments in the legal environment and report on them; and offer advice on legal issues or disputes related to the electoral process and propose resolution mechanisms for these issues, including procedures for handling complaints.

55. The Area Manager (P-3) would facilitate electoral operations in the field by ensuring that the needs of the field offices are met; serve as a liaison between the Electoral Support Unit and the field offices; collect, document and analyse operational issues at the provincial level and responds to those challenges by proposing sound and pragmatic solutions in accordance with the issues at hand. The Reporting Officer (P-3) would draft or provide inputs to a variety of written outputs, including background briefs, analytical notes, talking points, presentations, reports, standards and procedures; compile regular reports on major electoral developments and issues in the field; and perform comprehensive data mining and data analysis to produce narrative and statistical reports on all aspects of the electoral process. The External Relations Manager (P-3) would assist the Independent National Electoral Commission in ensuring that observer groups and political parties are kept informed about the preparations of the electoral process; in the accreditation of political parties' agents and of national and international groups or organizations that wish to deploy electoral observers; in briefing political parties on the polling and counting procedures and on the candidate nomination procedures and requirements for the submission of nominations; and in providing guidelines for the activities of political party agents and electoral observers. The Gender Adviser (P-3) would assist in making sure that issues relating to gender were considered during the electoral process; work closely with the Independent National Electoral Commission, government ministries, the Mission's Gender Adviser, United Nations system agencies to set up an integrated strategy and plan aiming at encompassing gender-specific aspects in elections; and bring technical expertise to the national bodies on the effective application of the parity principle stipulated in the Constitution of the Democratic Republic of the Congo to foster the countrywide participation of Congolese women as voter and candidates. The Training and Capacity-Building Officer (P-3) would work to reduce the reliance of the Independent National

Electoral Commission on the technical assistance and logistical support of the Mission by proposing a set of consistent guidelines and standard operating procedures aimed at strengthening its core technical staff; and contribute to the adoption of standard operating procedures by compiling a compendium of electoral material outlining the best practices in specific election-related topics.

56. Based on the assessment of the Mission, it is also proposed that nine posts, consisting of one post of Senior Electoral Officer (P-5) and eight posts of Electoral Officer (3 P-4 and 5 P-3), be redeployed from the Political Affairs Division.

Component 2: security and the protection of civilians

57. As described in the framework below, MONUSCO will implement a comprehensive approach to protection, particularly in areas of armed conflict and those affected by or at risk of elections-related violence. While some progress has been made in weakening armed groups, other groups have fragmented, insecurity persists throughout the eastern Democratic Republic of the Congo and intercommunal tension is increasing as root causes have not yet been sustainably addressed. Protection threats to civilians posed by both armed groups and intercommunal violence continue to result in significant human rights violations and population displacements. Meanwhile, in the volatile political context, civilians face an increased risk of elections-related violence, particularly in concentrated urban areas. As such, a comprehensive approach to protection will be based on ongoing conflict analyses that take into account local, provincial, national and regional dynamics as they relate to priority armed groups, criminal networks and other key actors.

58. In accordance with the "primacy of politics" principle guiding the Mission, MONUSCO has adopted a politically driven, preventive approach to protection. Identifying threats and root causes and embedding the plans of the military, police and civilian components in a broader political strategy is expected to enhance the Mission's capacity for early warning and preventive posture. To that end, the Mission will increase its analytical capacity across all of its components to examine conflict drivers and enablers at the local, provincial, national and regional levels. Coordination with protection actors at all levels will guide the development of contingency plans and early warning networks. The Mission will deepen its understanding of economic criminal networks with links to political actors and armed groups, and of the illegal exploitation of natural resources. This enhanced analysis will contribute to both political engagement and good offices on the basis of tailored armed group strategies in support of the neutralization of priority armed groups. MONUSCO will contribute to the protection of civilians through support to local authorities and communities to reinforce local conflict management mechanisms, including local protection committees and support to structured dialogue initiatives meant to foster social cohesion, peaceful cohabitation and inclusive dialogue. The Mission will also increase its capacity to monitor and report on human rights violations in the context of elections through the creation of standby monitoring and reporting teams that would be ready to deploy to at-risk locations on short notice.

59. The Mission's military component will contribute to the protection of civilians through active and robust patrolling, and through offensive military action in support of the neutralization of priority armed groups. The MONUSCO force will continue to cooperate and provide support to FARDC in jointly planned and coordinated operations against armed groups. This logistical and operational support will be provided in strict compliance with the United Nations human rights due diligence policy. Operations against priority armed groups since 2016 have successfully dislocated armed groups from key support bases, allowing FARDC to

establish a presence in those areas. Force transformation will continue to drive the force's planning, guided by the goal of ensuring a more agile, proactive, and effective force, increased mobility and intelligence-gathering capabilities, including through an enhanced unmanned unarmed aerial surveillance system.

60. The Mission's disarmament, demobilization, and reintegration/repatriation and resettlement programme will contribute to the protection of civilians through efforts to remove combatants and their weapons from the cycle of violence. In the 2017/18 period, it is expected that the number of Congolese and foreign combatants leaving armed groups to enter disarmament, demobilization, and reintegration/repatriation and resettlement processes will remain relatively stable. The Mission's efforts to encourage the surrender, disarmament, and demobilization of combatants will include targeted multimedia information, sensitization and outreach campaigns; political initiatives; and military operations against armed groups. Such disarmament, demobilization and reintegration efforts targeting priority armed groups will draw on tailored armed group strategies. MONUSCO expects to receive and process around 1,000 Congolese combatants and 1,000 foreign combatants, in addition to an equivalent number of children associated with armed groups. In regard to FDLR, MONUSCO will continue to support the transit camps that house the ex-combatants from FDLR and dependents, while simultaneously engaging regional partners through good offices and political dialogue, in close cooperation with the Office of the Special Representative of the Secretary-General for the Great Lakes Region, to find a durable solution for the repatriation of these disarmed combatants. Separately, MONUSCO will continue to encourage the further surrender and repatriation of foreign combatants.

61. The MONUSCO police component will contribute to the protection of civilians through efforts to train and advise the Congolese national police, in turn contributing to more effective immediate protection by State security actors and to the longer-term establishment of a protective environment. In the North Kivu, South Kivu, Ituri and Tanganyika provinces, where attacks by armed groups and inter-ethnic tensions continue to pose serious threats to the civilian population, the police component will provide operational and logistical support to the mobility of the Congolese national police. All support will be provided in strict compliance with the United Nations human rights due diligence policy.

62. The Mission will also contribute to the protection of civilians through efforts to combat impunity. The Mission will continue to provide regular advice and support to military justice and civilian justice counterparts on the investigation of war crimes, crimes against humanity and other serious human rights violations, and support on investigation and prosecution strategies against members of priority armed groups and militias. Following positive developments in the implementation of action plans against child recruitment and sexual violence, MONUSCO will continue engaging regularly with the President's Special Adviser on the prevention of child recruitment and sexual violence, with a view to supporting national initiatives and fighting impunity. Information will also be provided to authorities and judiciary on cases of violations identified in the course of the application of the human rights due diligence process.

63. The Mission will continue to promote initiatives for the protection of civilians, including through multimedia public information campaigns and outreach programmes, including round-the-clock Radio Okapi broadcasts over 41 FM transmitters and on the Radio Okapi website.

Expected accomplishments	*Indicators of achievement*
2.1 Improved security and protection of civilians in areas affected by armed conflict	2.1.1 Decrease in the total number of internally displaced persons (2015/16: 1.6 million; 2016/17: 1.5 million; 2017/18: 1.2 million)
	2.1.2 Increase in the percentage of Congolese reporting confidence in the capacity of the State security forces to protect its population (2015/16: 51 per cent; 2016/17: 53 per cent; 2017/18: 55 per cent)

Outputs

- Maintenance of an average of 68 fixed-company and temporary operating bases (including Force Intervention Brigade locations) and 120 daily patrols by contingent troops to provide situational awareness, deterrence and protection
- 32,120 joint patrols (88 patrols, 365 days per year by a total of 1,280 policemen and women) and daily monitoring and mentoring through co-location to provide advice and support to the Congolese national police on the fight against insecurity in 11 urban sectors
- 30 comprehensive risk assessments and 1,100 screening requests of units and officers, in accordance with the United Nations human rights due diligence policy in support of Congolese defence and security services
- 350 monitoring field missions and 55 investigation missions to document and report on human rights violations and abuses focused on areas affected by armed conflicts
- 42 joint protection teams and 270 joint assessment missions in support of community-based threat assessments and the development of protection mitigation measures in areas at risk in the eastern part of the country
- 30 working sessions with local protection committees in identified hotspots, involving women leaders, on threat assessments, reinforcement of early warning systems and community protection plans to enhance community resilience (of which 15 prepared and conducted together with gender advisors)
- 12 consolidated reports on trends for the transmission of early warning regarding and responses to threats to civilians
- Monthly working sessions with the President's Special Adviser on prevention of child recruitment and sexual violence to assess the progress of national initiatives to prevent child recruitment, address impunity and respond to the needs of separated children and survivors of sexual and gender-based violence
- 600 officers of the Congolese national police trained and certified as trainers in public order management, with mastery of techniques and effective pedagogical methods adapted to forthcoming adult training and serve as trainers of trainers
- 10 locally-driven structured dialogue initiatives and 30 consultations facilitated to address intercommunity tensions and conflicts in order to foster social cohesion and peaceful cohabitation in North and South Kivu, Ituri, Uele and Tanganyika provinces
- Mainstreaming gender dimensions in at least 4 training and capacity-building packages, including training of trainers in benefit of FARDC and the Congolese national police to better respect women's and girls' rights and act adequately for their protection
- Multimedia public information campaigns and outreach programmes in support of the Mission's mandate, including the promotion of protection of civilians initiatives, through: (a) round-the-clock Radio Okapi broadcasts over 41 FM transmitters and on the Radio Okapi website; (b) weekly production of "MONUSCO video" programme broadcasts on 22 local television stations; (c) monthly production and dissemination of *Echos de la MONUSCO* magazine; (d) operation and management of the MONUSCO

website, with daily uploads of articles, stories and photos from all over the Democratic Republic of the Congo to explain the Mission mandate; and (e) reliable information provided through the use of social media, including Twitter, Facebook and Flickr

Expected accomplishments	*Indicators of achievement*
2.2 Progress in reducing the threat of armed groups	2.2.1 Reduction in the reported number of incidents of Congolese and foreign armed groups (2015/16: 450; 2016/17: 350; 2017/18: 300)
	2.2.2 Reduction in the number of foreign armed groups operating in the territory of the Democratic Republic of the Congo (2015/16: 4; 2016/17: 4; 2017/18: 3)
	2.2.3 Increase in the number of joint operation plans developed between MONUSCO and the Government to neutralize armed groups (2015/16: 1; 2016/17: 2; 2017/18: 3)
	2.2.4 Increase in the total number of disarmed Congolese ex-combatants demobilized (2015/16: 124,519; 2016/17: 129,128; 2017/18: 130,128)
	2.2.5 Increase in the total number of foreign ex-combatants and their dependents repatriated (2015/16: 31,609; 2016/17: 38,201; 2017/18: 39,201)
	2.2.6 Increase in the total number of children associated with armed groups released (2015/16: 49,437; 2016/17: 50,187; 2017/18: 51,187)

Outputs

- 68 joint or unilateral planned operations by 17 force infantry battalions to neutralize armed groups and reduce the threat of violence to civilians and attempts to undermine local State authority
- 35 explosive ordnance disposal spot tasks resulting from operations against armed groups to remove explosive hazards
- 50 company-sized (comprising about 150 soldiers each) joint or unilateral operations of at least 1 week to protect civilians and neutralize armed group activity
- Provision of intelligence, reconnaissance, indirect-fire and logistics support to 4 FARDC-led operations, in strict compliance with the human rights due diligence policy
- 3,500 hours of civil and military intelligence, surveillance and target-acquisition tasks conducted by the unmanned aircraft system
- 36 missions in eastern provinces and monthly consultations with regional, national and provincial actors towards the establishment, implementation, monitoring and evaluation of joint mechanisms and tailored political strategies to end support for and neutralize priority foreign and Congolese armed groups, in support of military and voluntary disarmament neutralization efforts
- 6 field missions in support of the Expanded Joint Verification Mechanism to enhance border security
- Monitoring of the implementation of arms embargo and cross-border activities through investigation missions, data collection and monthly technical analysis of arms, ammunition and related material seized or recovered either by FARDC or MONUSCO

- Development of a reporting manual related to the identification of arms and ammunition
- 12 field missions and quarterly reports on the involvement of armed groups and criminal networks in the illegal exploitation and trade of natural resources, in order to inform tailored strategies towards neutralizing armed groups and dismantling criminal networks, and towards a comprehensive protection of civilians approach, including through early warning
- Multimedia sensitization campaigns on disarmament, demobilization and reintegration to encourage surrenders, including: (a) 500 interviews, including a gender narrative, with ex-combatants in North and South Kivu, Haut Uele, Ituri, and Tanganyika; (b) 12 interviews on Radio Okapi; (c) 1,000 mobile radio broadcasts in areas with an FDLR, ADF and LRA presence on the disarmament, demobilization and reintegration/repatriation and resettlement programme; (d) distribution of 1 million leaflets/photo flyers in Lingala, French, Acholi and/or Kinyarwanda; (e) 60 field sensitization missions on disarmament, demobilization and reintegration/repatriation and resettlement for national armed groups
- Logistics support provided for the repatriation of Congolese former M23 combatants who have applied for amnesty and have been registered
- 12 meetings of the steering committee on disarmament, demobilization and reintegration and 6 coordination meetings of regional commissions disarmament, demobilization and reintegration/repatriation and resettlement to coordinate the repatriation efforts
- 10 meetings with FARDC, the United Nations country team and the International Committee of the Red Cross to monitor and coordinate the release and repatriation of children from foreign armed groups
- 10 meetings with armed groups for the development of an action plan for the release of children from their ranks and to obtain formal engagements on the prevention of grave child rights violations

Expected accomplishments	*Indicators of achievement*
2.3 Progress towards combating impunity	2.3.1 Increase in the total number of convictions of alleged perpetrators of grave human rights violations, war crimes and crimes against humanity conducted in accordance with due process standards (2015/16: 316; 2016/17: 320; 2017/18: 340)
	2.3.2 Increase in the number of Congolese national police investigations conducted appropriately, with the support of United Nations police, into allegations of serious crimes in areas affected by armed conflict (2015/16: 30; 2016/17: 45; 2017/18: 50)

Outputs

- Provision of advice and technical and logistical support to judicial authorities and military justice counterparts on the investigation of war crimes, crimes against humanity and other serious human rights violations and support on investigation and prosecution strategies against members of priority armed groups and militias, including sexual violence and grave child rights violations, through the organization of 10 joint investigation teams and 5 mobile courts on emblematic cases
- Technical and logistical support provided to judicial authorities through 24 working sessions to facilitate the prosecution of perpetrators of international and serious crimes through the prioritization of cases, capacity-building for the investigation, prosecution and adjudication of international crimes, and information sharing with the International Criminal Court
- Technical support provided through 8 workshops for the Ministry of Justice to make progress towards the ratification of the treaty on regional judicial cooperation of the International Conference on the Great Lakes Region, the drafting of relevant domestic legislation and the creation of a national central body for judicial cooperation

- Monthly high-level consultations with government representatives to verify actions taken to investigate and prosecute reported incidents of conflict-related sexual violence to be reflected within the monitoring, analysis and reporting arrangements
- Monthly high-level consultations with Congolese judiciary and authorities on 200 cases of violations identified through the human rights due diligence process on which disciplinary or judiciary measures remain to be taken
- Daily provision of advice and mentoring on serious crimes investigative techniques, including on the use of forensic expertise by United Nations judicial police experts co-located in specialized investigative units of the Congolese national police in and Bukavu, Goma and Kinshasa

External factors

The Government will commit and allocate resources to support the judicial and penitentiary institutions and the capability and deployment of FARDC and the Congolese national police to reduce the threat posed by armed groups and criminal networks and to hold and secure areas cleared of armed groups. Cooperation, including through joint operations, between MONUSCO and the Government against armed groups will continue. Regional actors will commit to honouring their commitments under the Peace, Security and Cooperation Framework to neither harbour nor provide any kind of protection to persons suspected of war crimes, crimes against humanity or acts of genocide. The Government and regional partners will commit to ensure support for the repatriation of foreign combatants and for the National Disarmament, Demobilization and Reintegration Programme III

Table 3
Human resources: component 2, security and the protection of civilians[a]

Category	*Total*
I. Military observers	
Approved 2016/17	760
Proposed 2017/18	760
Net change	–
II. Military contingents	
Approved 2016/17	19 815
Proposed 2017/18	19 815
Net change	–
III. United Nations police	
Approved 2016/17	391
Proposed 2017/18	391
Net change	–
IV. Formed police units	
Approved 2016/17	1 050
Proposed 2017/18	1 050
Net change	–
V. Government-provided personnel	
Approved 2016/17	90
Proposed 2017/18	90
Net change	–

VI. Civilian staff	International staff						National staff[b]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Force Commander									
Approved posts 2016/17	1	1	–	–	2	4	5	–	9
Proposed posts 2017/18	1	1	–	–	2	4	5	–	9
Net change	–	–	–	–	–	–	–	–	–
Office of the Police Commissioner									
Approved posts 2016/17	–	1	2	2	2	7	1	–	8
Proposed posts 2017/18	–	1	2	2	2	7	1	–	8
Net change	–	–	–	–	–	–	–	–	–
Human Rights Office									
Approved posts 2016/17	–	1	8	32	6	47	48	28	123
Proposed posts 2017/18	–	1	8	32	6	47	48	28	123
Net change	–	–	–	–	–	–	–	–	–
Child Protection Section									
Approved posts 2016/17	–	–	2	9	1	12	14	4	30
Proposed posts 2017/18	–	–	2	9	1	12	14	4	30
Net change	–	–	–	–	–	–	–	–	–
Civil Affairs Section									
Approved posts 2016/17	–	1	5	12	1	19	221	10	250
Proposed posts 2017/18	–	1	5	12	1	19	[a] 221	10	250
Net change	–	–	–	–	–	–	–	–	–
Total, civilian staff									
Approved 2016/17	1	4	17	55	12	89	289	42	420
Proposed 2017/18	1	4	17	55	12	89	289	42	420
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2016/17									22 526
Proposed 2017/18									22 526
Net change									–

[a] The approved staffing for component 2 in the 2016/17 period is the staffing complement shown under component 1 in the budget report for the 2016/17 period, which was approved by the General Assembly in its resolution 70/274.

[b] Includes National Professional Officers and national General Service staff.

Civil Affairs Section

National staff: no change (establishment of 5 National Professional Officer posts and abolishment of 5 national General Service posts)

64. It is proposed that five posts of Civil Affairs Officer (National Professional Officer) be established and four posts of Liaison Assistant (National General

Service) and one post of Programme Management Assistant (National General Service) be abolished.

65. In October 2016, the Mission introduced its new field office configuration, which sought to strengthen the Mission's antenna capacity in the western part of the Democratic Republic of the Congo in view of the increased volatility and tension in an area with no MONUSCO uniformed presence. The Civil Affairs Officers would assist the Mission with the implementation of the MONUSCO civil society engagement strategy, including exchanges at the provincial and local levels to further opportunities for advancing inclusive democratic governance. The Civil Affairs Officers would gather information and provide analysis on political, social and economic issues affecting conflict dynamics at the local level, including analysis on how these relate to the national level and vice versa, and help to identify the concerns and perceptions of the local population; establish and maintain contact with interlocutors at the local level, including representatives of local authorities and communities, civil society actors, non-governmental organizations and representatives of local interest groups on protection and stabilization matters; work closely with civil society groups and institutions that promote a culture of peace and reconciliation; facilitate and support dialogue between groups in conflict in the antenna by convening structured meetings, dialogues and similar activities; and support protection mechanisms at the local level by reporting and analysing key challenges and early warning signs of potential threats against civilians and community conflicts and formulating actionable recommendations to the Mission leadership. The Civil Affairs Officers would be located in Kananga, Matadi, Mbuji-Mayi, Mbandaka, and Bandundu.

66. Four posts of Liaison Assistant and a post of Programme Management Assistant, which are no longer needed owing to a reduction in military bases, are proposed for abolishment.

Component 3: stabilization of conflict-affected areas

67. As described in the framework below, the Mission's stabilization efforts will include support to an area-based approach through coordination of the multi-partner International Security and Stabilization Support Strategy, community violence reduction programming, and support to longer-term national institutional reform. Such stabilization efforts are key to ensuring sustainable and inclusive peace and stability in the Democratic Republic of the Congo, paving the way for the eventual exit of MONUSCO.

68. The Mission will contribute to supporting the improvement of State service delivery and the amelioration of communities' confidence in State institutions in conflict-affected areas. Specifically, the Mission will coordinate and lead the overall management of the multi-partner International Security and Stabilization Support Strategy, which supports the implementation of the Government's reconstruction plan, with strong engagement with national, provincial, territorial and local civil and security authorities. Stabilization programmes are designed to build accountable, effective State institutions capable of delivering basic services and ensuring protections for citizens. In the 2017/18 period, priority stabilization programmes will be further rolled out in six priority zones in Ituri, North Kivu, and South Kivu. The focus of these programmes will be on supporting democratic dialogue and governance; security and local conflict resolution; land management; return, reintegration and economic recovery; local governance; and gender and the prevention of sexual and gender-based violence. The Mission's support for the International Security and Stabilization Support Strategy entails high-level consultations and coordination, good offices and political advocacy to ensure the engagement of national and provincial authorities; technical advice on coordination,

resource mobilization and programme implementation to donors and programme implementing partners; and coordination with the United Nations country team to ensure that their programmes in priority zones are aligned with the Strategy.

69. MONUSCO will also contribute to stabilization efforts through support to Government-led disarmament, demobilization and reintegration processes. In support of the sustainable reintegration of Congolese ex-combatants, the Mission will facilitate coordination with the Congolese authorities and entities engaged in disarmament, demobilization and reintegration, including the Executive Unit of the Government's national disarmament, demobilization and reintegration programme and the Ministry of Defence, as well as with international partners. The Mission will continue to provide support for the Government's disarmament, demobilization and reintegration camps in Kamina and Kitona, though at a significantly reduced level compared with the 2016/17 period, owing to the expected reduced caseload, as many ex-combatants have returned to their communities and fewer combatants are entering the programme. Where the International Security and Stabilization Support Strategy programmes and reintegration activities overlap geographically, the Mission will encourage the Government to mainstream reintegration within that broader stabilization effort. In the light of the challenges related to the implementation of the national disarmament, demobilization and reintegration programme, MONUSCO will continue to advocate with the Government and donors to implement community-based reintegration programmes, while directly working to coordinate key actors and promote improved information-sharing.

70. While support to the national disarmament, demobilization and reintegration programme shifts away from camp-based reinsertion and towards monitoring and advice to the Government's community-based reintegration efforts, the Mission will increasingly focus its efforts and resources towards tailored area-based community violence reduction projects. These tailored initiatives will focus on combatting the recruitment in violence-prone communities into armed groups; discouraging armed violence and promoting peaceful conflict-resolution mechanisms, including through community and security actor rapprochement; civic education, including promoting voluntary community disarmament; and supporting training and income-generating activities. These short-term projects will focus on mitigating the risk factors causing violence at the community level and facilitating the recruitment in violence-prone communities by armed and criminal groups. The projects serve as a preparatory step towards reintegration and stabilization activities and will address conflict drivers, including inter-ethnic tensions, the illegal extraction of natural resources, land disputes and the lack of economic opportunities for vulnerable groups. Where possible, community violence reduction activities will be aligned with programmes under the International Security and Stabilization Support Strategy.

71. While advancing these area-based stabilization efforts, MONUSCO will simultaneously continue to advance its efforts in support of national institutional reform, which is crucial for long-term stability in the country. The Mission's support for national institutional reform and the implementation of the commitments under the Peace, Security and Cooperation Framework will continue to focus on security sector reform, including through strengthening international partner coordination mechanisms, using good offices to engage at the strategic and technical levels on a variety of security sector reform issues, through capacity-building initiatives, and through regional engagement. MONUSCO will also continue to support efforts to strengthen the rule-of-law institutions, including the criminal justice system. Through the Joint Justice Support Programme, the Mission's efforts will enhance corrections and judicial oversight and accountability structures at the central and provincial levels. Legitimate, accountable and professional judicial and corrections institutions are vital to long-term stabilization efforts. MONUSCO will also support

the capacity development of the national police, in compliance with the human rights due diligence policy.

72. In the 2017/18 period, MONUSCO will further strengthen its engagement with the United Nations country team though integrated assessments and planning, and work towards the finalization and operationalization of the United Nations Development Assistance Framework 2018-2022. The Mission and the country team will continue to develop and implement joint or coordinated programmes in priority areas, identifying opportunities for transition of responsibilities to the country team where comparative advantage and absorption capacities exist, in anticipation of the eventual exit of the Mission.

Expected accomplishments	*Indicators of achievement*
3.1 Improved State service delivery in conflict-affected areas	3.1.1 Increase in the population's level of satisfaction with government-provided administrative service delivery in priority stabilization areas (2015/16: 38 per cent of survey respondents; 2016/17: 43 per cent; 2017/18: 48 per cent)
	3.1.2 Increase in the total number of Congolese national police deployed in the eastern part of the Democratic Republic of the Congo (2015/16: 4,340; 2016/17: 5,300; 2017/18: 5,400)
	3.1.3 Increased percentage of prisons that maintain minimum international standards of humane treatment of detainees functioning in conflict-affected areas (2015/16: 36 per cent; 2016/17: 45 per cent; 2017/18: 55 per cent)

Outputs

- Facilitation of 10 workshops, 60 community outreach sessions and 40 quarterly meetings in selected territorial administrative entities of North Kivu, South Kivu, Ituri and Tanganyika to improve the capacities of local security committees to address and respond to security and protection concerns of male and female members of the community in a coordinated manner
- Quarterly polls on security and justice to inform the Mission and the country team's planning and policy in Ituri, North and South Kivu and to monitor the progress of area-based stabilization programmes
- Monthly coordination meetings with international donor community and partners on the design, funding and implementation of area-based stabilization programmes in 13 priority zones under the International Security and Stabilization Support Strategy
- 6 meetings with donors to coordinate and align bilaterally funded projects under the International Security and Stabilization Support Strategy on strengthening local security governance
- Good offices and advocacy to increase political engagement, ownership and accountability through 12 mentoring sessions for provincial authorities in charge of the Stabilization and Reconstruction Plan for Areas Emerging from Armed Conflict, with the objective of implementing 6 International Security and Stabilization Support Strategy programmes in conflict-affected areas across North Kivu, South Kivu and Ituri
- 5 mentoring sessions for 5 stabilization partners (United Nations agencies or international non-governmental organizations) to guide the development of gender-sensitive proposals for stabilization programmes funded through the International Security and Stabilization Support Strategy

- Training of 300 judicial police investigators within the national entity for the coordination of judicial police on professional investigative techniques, including the use of forensic techniques
- Provision of weekly advice and mentoring to judicial authorities in 8 priority zones on strengthening the functioning of the criminal justice chain, due process and reduction of unlawful detention through the provision of advice on the law and the organization of mobile court hearings
- Training of 330 prison and judicial personnel on court and case-flow management, juvenile justice, professional ethics, corruption and sexual and gender-based violence
- Training of 25 civil society actors on the monitoring of justice delivery, particularly as it relates to prolonged and arbitrary detention
- Technical, advisory and logistical support to enhance the operational capacities of prisons and juvenile centres through 36 assessment missions; mentoring of 29 directors on effective management of prisons and juvenile centres prison, and HIV/AIDS prevention; reinforcement of security of 5 priority prisons through infrastructural improvement, the provision of basic equipment and 4 training sessions for 100 police dedicated to prison security and 50 prison staff; improvement of conditions of 2 juvenile centres through the introduction of rehabilitation programmes and 4 training sessions for staff managing juveniles in conflict with the law; and infrastructural improvement for the separation of women in 4 priority prisons

- 12 visits to detention centres to ensure the release of children detained on accusation of association with an armed group

Expected accomplishments	*Indicators of achievement*
3.2 Improved safety in communities in eastern Democratic Republic of the Congo	3.2.1 No Congolese ex-combatants re-recruited into armed groups (2015/16: not available; 2016/17: not available; 2017/18: 0)
	3.2.2 Increase in the number of weapons removed from armed groups and destroyed (2015/16: 3,185; 2016/17: 7,936; 2017/18: 8,936)

Outputs

- Monthly high-level coordination meetings with officials of the Ministry of Defence and monthly technical coordination meetings with key stakeholders and implementing partners to ensure oversight and regular gender-sensitive monitoring of the reinsertion and reintegration of ex-combatants, and to enhance the capacity of the Ministry of Defence to oversee and support community-based reintegration projects
- Logistics support, human rights screening and joint monitoring/verification with the Government for up to 2,000 ex-combatants who have entered the reinsertion phase of the Government's National Disarmament, Demobilization and Reintegration Programme III
- 10 HIV/AIDS awareness-raising sessions for 3,500 ex-combatants and provision of voluntary confidential counselling and testing for 200 ex-combatants
- 260 assessment missions to regrouping, transit and reinsertion sites as well as reintegration locations in North and South Kivu, Haut Uele, Ituri and Tanganyika provinces to monitor, assess and advocate for the timely implementation of the national reintegration programme
- Implementation of 50 community violence reduction projects in conflict-affected areas, including labour intensive short-term employment; vocational/skills training; infrastructure improvement; and projects on community and police relations, outreach and social mobilization, psychosocial support and civic education, sexual and gender-based violence and gender sensitization, with the objective of mitigating risk factors causing violence at the community level and the recruitment in armed and criminal groups

- Provision of technical assistance on the management, recording and storage of weapons and ammunition collected during disarmament operations and destruction of 1,000 weapons and ammunition
- Construction of 4 weapons armouries capable of holding 700 weapons, to reduce weapons proliferation and mitigate the threat posed by the illicit transfer of small arms and light weapons
- Provision of technical assistance on the management, recording and storage of weapons and ammunition collected during disarmament operations and destruction of 1,000 weapons and ammunition
- Construction of 4 weapons armouries capable of holding 700 weapons, to reduce weapons proliferation and mitigate the threat posed by the illicit transfer of small arms and light weapons

Expected accomplishments	*Indicators of achievement*
3.3 Progress towards strengthened and decentralized national institutions	3.3.1 National institutions ensure the implementation of national commitments to the Peace, Security and Cooperation Framework as well as their monitoring and evaluation, in close collaboration with civil society organizations, in particular the Great Lakes Women's Platform for the Peace, Security and Cooperation Framework and youth organizations
	3.3.2 Increase in the number of complaints addressed by the National Human Rights Commission (2015/16: 200; 2016/17: 300 2017/18: 400)
	3.3.3 Adoption of one interministerial decree for local and provincial security governance committee and one interministerial decree for the national security governance structure (2015/16: 0; 2016/17: 0; 2017/18: 2)

Outputs

- Good offices of the Mission leadership and the Special Envoy of the Secretary-General for the Great Lakes Region, through the elaboration and implementation of: 1 joint action plan; 2 high-level meetings between the Mission leadership and key national stakeholders; 2 trust-building dialogue activities with key stakeholders to promote national reconciliation, tolerance and democratization; 2 preparatory meetings with members of the Women's Platform; 2 workshops with regional youth organizations; and monthly meetings of the Unit with key stakeholders, including national institutions, civil society and international/regional partners
- Provision of technical support to the government-led monitoring and evaluation mechanism for the commitments under the Peace, Security and Cooperation Framework, through the organization of 1 high-level national review seminar; 2 evaluation forums for each national commitment; the production and dissemination in 10 provinces of 1 annual report by the national oversight mechanism; and technical support for civil society for the publication of 2 independent progress reports on each national commitment
- Good offices and coordination support for the funding of security sector reform plans in the national budget and by the international community, through bimonthly coordination meetings with international partners, and trimester reports on security sector reform and commitments under the Peace, Security and Cooperation Framework to be disseminated to relevant national and international stakeholders for relevant actions
- 1 national good practices workshop with civil society organizations, including women's groups, members of security sector institutions and 2 follow-up workshops with national and provincial key decision makers to amend the security sector legal framework

- Provision of technical support to training divisions of the Congolese national police to develop and implement their training scheme, through the dissemination of lessons learned; weekly meetings with the military school general command; the co-location of personnel in the Congolese national police training general directorate and in schools around the country; support to the creation of the prison service and the delivery of related training; advocacy and coordination for key training activities for FARDC, the Congolese national police and anti-riot units
- Provision of technical advice to administrative authorities, provincial police commissioners and commanders of anti-riot units on the appropriate and proportional use of force in accordance with international law, through 10 capacity-building sessions for 100 participants and 18 training sessions for 900 personnel from the Congolese national police at the national and provincial levels
- Training of 360 members of the National Human Rights Commission to support the operationalization of the Commission and the compliance of its internal rules and procedures with international standards
- 2 training courses for 50 members of the interministerial committee on human rights reporting to improve its capacity to draft and submit human rights reports to treaty bodies, the universal periodic review and other human rights mechanisms in a timely manner and to follow up on recommendations and observations issued by them
- Provision of technical support to the drafting of a national legal and policy framework for the protection of victims, witnesses and judicial personnel involved in trials related to serious crimes, through 5 working sessions with 80 participants and 2 training sessions for 80 judges, prosecutors and lawyers on the application of the protection measures

External factors

The Government commits to the implementation of the Peace, Security and Cooperation Framework and to the allocation of adequate resources from the national budget, including for the electoral cycle and decentralization. Sustained engagement from the Government and regional partners in the implementation of the commitments under the Peace, Security and Cooperation Framework. The presidency, the Government and parliament are willing to initiate a debate on the development of a security sector reform strategy or a national defence and security policy

Table 4
Human resources: component 3, stabilization of conflict-affected areas[a]

Civilian staff	International staff						National staff[b]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Disarmament, Demobilization and Reintegration Section									
Approved posts 2016/17	–	1	5	13	5	24	93	12	129
Proposed posts 2017/18	–	1	5	13	5	24	93	12	129
Net change	–	–	–	–	–	–	–	–	–
Stabilization Support Unit									
Approved posts 2016/17	–		3	5	–	8	3	1	12
Proposed posts 2017/18	–	–	3	5	–	8	3	1	12
Net change	–	–	–	–	–	–	–	–	–
Justice and Corrections Section									
Approved posts 2016/17	–	1	8	4	–	13	19	2	34
Proposed posts 2017/18	–	1	8	4	–	13	19	2	34
Net change	–	–	–	–	–	–	–	–	–
Security Sector Reform Unit									
Approved posts 2016/17	–	1	1	1	1	4	2	2	8
Proposed posts 2017/18	–	1	1	1	1	4	2	2	8
Net change	–	–	–	–	–	–	–	–	–
Peace, Security and Cooperation Framework Unit									
Approved posts 2016/17	–	–	–	4	–	4	5	—	9
Proposed posts 2017/18	–	–	–	4	–	4	5	–	9
Net change	–	–	–	–	–	–	–	–	–
Total									
Approved 2016/17	–	3	17	27	6	53	122	17	192
Proposed 2017/18	–	3	17	27	6	53	122	17	192
Net change	–	–	–	–	–	–	–	–	–

[a] The approved staffing for component 3 in the 2016/17 period is the staffing complement shown under component 2 in the budget report for the 2016/17 period which was approved by the General Assembly in resolution 70/274.
[b] Includes National Professional Officers and national General Service staff.

Component 4: support

73. The component is tasked to provide rapid, effective, efficient and responsible services to support mandate implementation through the delivery of related outputs, service improvements and efficiency gains. The main focus of mission support will be the full implementation of the global field support strategy aimed at improving resource effectiveness through further standardization of service delivery and refinement of the supply chain management pillar.

74. In the 2017/18 period, MONUSCO intends to continue to support six antenna offices in the western part of the country, nine field offices in the east and Mission

headquarters in Kinshasa. In addition, mission support will repatriate battalions and engineer companies, establish new military operating bases and relocate and close others, according to operational requirements.

75. The Mission will continue to manage a centralized warehouse system in five locations (Entebbe, Kinshasa, Goma, Bukavu and Bunia) as a complete system of integrated warehouses, in order to improve the efficiency of materials handling, storage and asset distribution. The supply chain management pillar will also make use of tools and information systems to enhance the management of materials and their distribution and accounting controls, and to apply essential acquisition planning and tracking.

76. MONUSCO will continue to enhance Internet services and expand them to all its locations by leveraging services from local Internet service providers and emerging technological solutions. Those services will be secured by using the relevant standard information security appliances and policies. The Mission will continue to enhance and expand the unified communications system in support of the mobile workforce, including through the acquisition of network equipment and the voice over Internet Protocol telephony system.

Expected accomplishments	*Indicators of achievement*
4.1 Rapid, effective, efficient and responsible support services for the Mission	4.1.1 Percentage of approved flight hours utilized (excluding search and rescue and medical evacuation/casualty evacuation) (2015/16: 98 per cent; 2016/17: 90 per cent; 2017/18: 90 per cent)
	4.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2015/16: 8 per cent; 2016/17: 5 per cent; 2017/18: 5 per cent)
	4.1.3 Average annual percentage of authorized international posts vacant (2015/16: 14 per cent; 2016/17: 14 per cent; 2017/18: 15 per cent)
	4.1.4 Average annual percentage of female international civilian staff (2015/16: 29 per cent; 2016/17: 31 per cent; 2017/18: 33 per cent)
	4.1.5 Average number of working days for roster recruitments, from closing of the job opening to selection, for all international staff selections (2015/16: 76; 2016/17: 50; 2017/18: 48)
	4.1.6 Average number of working days for post-specific recruitments, from closing of the job opening to selection, for all international staff selections (2015/16: 237; 2016/17: 130; 2017/18: 130)
	4.1.7 Overall score on the Department of Field Support environmental management scorecard (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100)

4.1.8 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2015/16: not applicable; 2016/17: 85 per cent; 2017/18: 85 per cent)

4.1.9 Compliance with the field occupational safety risk management policy (2015/16: 50 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

4.1.10 Overall score on the Department of Field Support property management index based on 20 underlying key performance indicators (2015/16: 1,640; 2016/17: 1,800; 2017/18: 1,800)

4.1.11 Percentage of contingent personnel in United Nations accommodations that are compliant with standards at 30 June, in line with the memorandums of understanding (2015/16: 83 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

4.1.12 Compliance of vendors with United Nations Rations Standards for delivery, quality and stock management (2015/16: not applicable; 2016/17: 95 per cent; 2017/18: 95 per cent)

4.1.13 Development of an HIV/AIDS awareness and prevention programme for Mission personnel (2015/16: 13,000 personnel; 2016/17: 13,000 personnel; 2017/18: 13,500 personnel)

4.1.14 Increase in the number of personnel provided with voluntary confidential counselling and HIV tests (2015/16: 1,300; 2016/17: 3,000; 2017/18: 3,500)

Outputs

Service improvements

- Implementation of the Mission-wide environmental action plan, in line with the Department of Field Support environment strategy
- Support to the implementation of the Department of Field Support supply chain management strategy and blueprint
- Continued deployment and enhancement of the force common operational picture/mission common operational picture tool throughout peacekeeping operations, with mission-wide application
- Enhance the tracking capabilities and accuracy of physical verifications of United Nations-owned equipment using radio frequency identification technology
- Deployment of off-the-shelf identity management and armoury management systems to facilitate early processing of ex-combatants into civilians life, monitoring and tracking of surrendered arms and ammunition until disposal

Aviation services

- Operation and maintenance of a total of 48 aircraft, including 14 fixed-wing and 34 rotary-wing aircraft, as well as unmanned aerial service capacity

- Provision of a total of 26,155 planned flight hours, including 13,620 from commercial providers and 12,535 from military providers for all services, including passenger, cargo, patrols and observation, search and rescue and casualty and medical evacuation
- Oversight of aviation safety standards for 48 aircraft and 10 airfields and landing sites

Budget, finance, and reporting services

- Provision of budget, finance and reporting services for a budget of $1,234.6 million, in line with delegated authority

Civilian personnel services

- Provision of human resource services to 3,876 civilian personnel (893 international staff, 2,564 national staff and 419 United Nations Volunteers), including support for claims, entitlements and benefits processing, recruitment, post management, budget preparation, and staff performance management, in line with delegated authority
- Provision of in-mission training courses to 6,671 civilian personnel, and support to out-of-mission training for 124 civilian personnel
- Support to processing of 6,875 in-mission and 268 outside-mission travel requests for non-training purposes and 6,795 travel requests for training-purposes for civilian personnel

Facility, infrastructure, and engineering services

- Maintenance and repair services for a total of 435 mission sites in 22 locations
- Implementation of 3 construction, renovation and alteration projects, including construction/maintenance of 250 km of road and 10 airfields
- Operation and maintenance of 766 United Nations-owned generators, in addition to electricity services contracted from local providers
- Operation and maintenance of United Nations-owned water supply and treatment facilities (17 wells/boreholes and 73 water treatment and purification plants) at 14 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 10 sites
- Provision of cleaning, ground maintenance, pest control and laundry services, and catering services at 10 sites

Fuel management services

- Management of supply and storage of 46.5 million litres of petrol, including 22.3 million for air operations, 18,400 for naval transportation, 11.4 million for ground transportation and 12.8 million for generators and other facilities and of oil and lubricants across distribution points and storage facilities in 27 locations

Geospatial, information and telecommunications technology services

- Provision of and support for 5,846 handheld portable radios, 1,756 mobile radios for vehicles and 450 base station radios
- Operation and maintenance of 41 FM radio broadcast stations and 11 radio production facilities
- Operation and maintenance of a network for voice, fax, video and data communication, including 74 very small aperture terminals, 52 phone exchanges, 60 microwave links and provision of mobile phone service plans
- Provision of and support for 5,422 computing devices and 766 printers for civilian and uniformed end users, in addition to 1,117 computing devices for connectivity of contingent personnel, as well as other common services

- Support and maintenance of 30 local area networks and wide area networks at 63 sites
- Analysis of geospatial data covering 19,600 square km, maintenance of topographic and thematic layers and production of 25 maps

Medical services

- Operation and maintenance of United Nations-owned medical facilities(11 level I clinics/dispensaries and 2 level II hospitals) and support for contingent-owned medical facilities (35 level I clinics, 2 level II hospitals and 1 level III hospital) in 11 locations and maintenance of contractual arrangements with 6 hospitals/clinics
- Maintenance of medical evacuation arrangements to 8 medical facilities (2 level II, 1 level III and 1 contracted medical services provider (Kinshasa)) in 3 locations inside the Mission area and 4 medical service providers (Kenya, Rwanda, South Africa and Uganda) outside the Mission area

Supply chain management services

- Provision of planning and sourcing support for the acquisition of goods and commodities at an estimated value of $215.3 million, in line with delegated authority
- Receipt, management and onward distribution of up to 20,000 tons of cargo within the Mission area
- Management, accounting and reporting of property, plant and equipment, financial and non-financial inventories and equipment below the threshold, with a total historical cost of $409.3 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation, and repatriation of a maximum strength of 22,016 authorized military and police personnel (536 military observers, 224 military staff officers, 19,815 contingent personnel, 391 United Nations police officers and 1,050 formed police personnel) and 90 government-provided personnel
- Inspection and verification of and reporting on contingent-owned major equipment and self-sustainment compliance for 52 military and 7 formed police units at 115 geographical sites
- Supply and storage of rations, combat rations and water for an average strength of 18,091military contingents and formed police personnel
- Support for the processing of claims and entitlements for an average strength of 17,812 military and police personnel and 59 government-provided personnel
- Support for the processing of 550 in-mission and 24 outside-mission travel requests for non-training purposes and 7,511 travel requests for training purposes

Vehicle management and ground transportation services

- Operation and maintenance of 2,314 United Nations-owned vehicles(1,206 light passenger vehicles, 313 special purpose vehicles, 27 ambulances, 292 armoured personnel carriers, 32 armoured vehicles and 444 other specialized vehicles, trailers and attachments), 2,462 contingent-owned vehicles, 11 workshops and repair facilities and provision of transport and shuttle services

Conduct and discipline

- Implementation of a conduct and discipline programme for 23,600 military, police and civilian personnel, including training, prevention and monitoring activities and recommendations on remedial actions
- Facilitation of the referral of victims of sexual exploitation and abuse for medical, psychological and legal assistance, when and where misconduct has occurred

- Conduct of a community sensitization campaign targeting the population at risk, through 20 sensitization activities and the dissemination of outreach materials to 5,000 members of the communities at risk through the community-based complaint networks and nominated focal points in isolated areas
- Ensure that community-based complaint mechanisms are fully operational in 12 locations where the Mission has a strong presence and that 62 field assessment visits are conducted in 62 company operating bases and field offices
- Assess all reported cases of sexual exploitation and abuse and prima facie evidence documented and processed, as appropriate
- Implementation, jointly with UNICEF, the host country and troop-contributing countries, of a mechanism for the monitoring of the survival of victims of sexual exploitation and abuse in the Democratic Republic of the Congo

HIV/AIDS

- Operation and maintenance of 5 HIV voluntary confidential counselling and testing facilities for all Mission personnel
- Organization of 20 mandatory awareness sessions on HIV/AIDS for 300 civilian Mission personnel
- Conduct of 40 mass sensitization programmes for 10,000 military and police personnel
- Conduct of 5 refresher training sessions for 500 military personnel; and 10 peer education training sessions in 10 Mission locations for 250 military and police personnel
- Conduct of 2 workshops on voluntary confidential counselling and testing for 50 HIV counsellors and 2 post-exposure prophylaxis workshops for 50 post-exposure prophylaxis custodians
- Conduct of a promotion campaign on voluntary confidential counselling and testing each quarter in different Mission locations, maintenance of 5 functional static facilities for voluntary confidential counselling and testing in the Mission; and conduct of 30 mobile missions on voluntary confidential counselling and testing within the battalions
- Conduct of 1 assessment study to determine the impact and guide subsequent implementation of sections mandated activities

Security

- Provision of security services 24 hours a day, 7 days a week, for the entire Mission area
- 24 hours close protection to senior Mission staff and visiting high-level officials
- Conduct of 400 residential security surveys for staff members (including 75 in Entebbe)
- Conduct of 700 information sessions on security awareness and contingency plans for all Mission staff (including 200 in Entebbe)
- Induction security training and primary fire training/drills for all new Mission staff
- Conduct and preparation of 1,700 comprehensive investigations reports on road traffic accidents, thefts/damages of MONUSCO property, burglaries, losses and any other incidents involving United Nations staff, premises and properties
- Conduct of refresher trainings for 25 MONUSCO staff members working as investigators in 5 locations
- Conduct of training for 60 international United Nations security officers on firearms and defensive tactics and for 100 national security guards on "guard instructions and guidelines", defensive tactics and other related areas to ensure continued professional security services

- Conduct of training for 200 United Nations staff on safe and secure approaches to field environments
- Conduct of security certification programme training for 20 international security officers
- Conduct of emergency trauma bag training for 10 international security officers
- Preparation of 22 security risk management documents
- Preparation of 18 area travel security advisories
- Update of geo-location for all United Nations facilities and uploading to the United Nations Security Managers Information Network) site
- Daily update of the intranet database for Mission personnel

External factors

Movement of staff and deployment of operational resources will not be interrupted; vendors, contractors and suppliers will deliver goods, services and supplies, as contracted

Table 5
Human resources: component 4, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Conduct and Discipline Team									
Approved posts 2016/17	–	1	4	5	2	12	7	2	21
Proposed posts 2017/18	–	1	4	5	2	12	7	2	21
Net change	–	–	–	–	–	–	–	–	–
Security and Safety Section									
Approved posts 2016/17	–	–	3	9	84	96	382	1	479
Proposed posts 2017/18	–	–	3	9	84	96	382	1	479
Net change	–	–	–	–	–	–	–	–	–
Mission Support Division									
Office of the Director									
Approved posts 2016/17	–	1	14	14	22	51	246	4	301
Proposed posts 2017/18	–	1	14	14	22	51	59	4	114
Net change	–	–	–	–	–	–	(187)	–	(187)
Office of the Deputy Director									
Approved posts 2016/17	–	1	6	10	22	39	48	9	96
Proposed posts 2017/18	–	1	6	10	22	39	48	9	96
Net change	–	–	–	–	–	–	–	–	–
Service Delivery									
Approved posts 2016/17	–	1	24	58	184	267	1 037	223	1 527

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Proposed posts 2017/18	–	1	24	58	184	267	1 037	223	1 527
Net change	–	–	–	–	–	–	–	–	–
Supply Chain Management									
Approved posts 2016/17	–	1	11	15	84	111	348	104	563
Proposed posts 2017/18	–	1	11	15	84	111	348	104	563
Net change	–	–	–	–	–	–	–	–	–
Total, Mission Support Division									
Approved posts 2016/17	–	4	55	97	312	468	1 679	340	2 487
Proposed posts 2017/18	–	4	55	97	312	468	1 492	340	2 300
Net change	–	–	–	–	–	–	(187)	–	(187)
Total									
Approved posts 2016/17	–	5	62	111	398	576	2 068	343	2 987
Proposed posts 2017/18	–	5	62	111	398	576	1 881	343	2 800
Net change	–	–	–	–	–	–	(187)	–	(187)

[a] Includes National Professional Officers and national General Service staff.

Office of the Director, Mission Support Division

National staff: decrease of 187 posts (abolishment of 187 national General Service staff posts)

77. It is proposed that 187 posts of Language Assistant (national General Service) be abolished. Language Assistants provide translation and interpretation services to facilitate communication between the Mission's personnel and the local communities. Currently, the Language Assistants are provided both through the United Nations Office for Project Services (UNOPS) under the financial agreement and in-house under established posts. As the Mission is gradually downsizing and reducing its footprint across the country, it is proposed that the remaining posts of Language Assistant be abolished and all language services be outsourced to UNOPS.

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July to 30 June)

				Variance	
	Expenditure[a] (2015/16)	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Amount*	*Percentage*
Category	*(1)*	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
Military and police personnel					
Military observers	30 692.6	30 483.6	30 391.1	(92.5)	(0.3)
Military contingents	505 430.5	511 027.2	518 308.1	7 280.9	1.4
United Nations police	21 716.0	21 183.5	21 921.0	737.5	3.5
Formed police units	27 400.1	30 805.0	31 537.2	732.2	2.4
Subtotal	**585 239.2**	**593 499.3**	**602 157.4**	**8 658.1**	**1.5**
Civilian personnel					
International staff	165 147.5	160 757.0	153 247.4	(7 509.6)	(4.7)
National staff	108 805.4	102 760.8	101 027.0	(1 733.8)	(1.7)
United Nations Volunteers	20 982.6	18 437.7	20 402.3	1 964.6	10.7
General temporary assistance	10 811.6	–	1 092.1	1 092.1	–
Government-provided personnel	3 788.6	3 940.6	3 671.2	(269.4)	(6.8)
Subtotal	**309 535.7**	**285 896.1**	**279 440.0**	**(6 456.1)**	**(2.3)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	933.9	1 109.1	895.0	(214.1)	(19.3)
Official travel	10 543.7	6 310.0	5 920.1	(389.9)	(6.2)
Facilities and infrastructure	99 517.6	53 495.6	55 489.0	1 993.4	3.7
Ground transportation	28 967.5	19 233.9	18 312.2	(921.7)	(4.8)
Air operations	169 140.5	171 760.9	169 346.8	(2 414.1)	(1.4)
Naval transportation	5 296.7	1 039.1	28.8	(1 010.3)	(97.2)
Communications	24 409.5	21 628.6	21 711.3	82.7	0.4
Information technology	28 015.1	15 409.1	15 270.3	(138.8)	(0.9)
Medical	3 379.9	2 211.5	2 266.4	54.9	2.5
Special equipment	–	–	–	–	–
Other supplies, services and equipment	39 508.9	62 129.9	61 765.9	(364.0)	(0.6)
Quick-impact projects	4 999.4	2 000.0	2 000.0	–	–
Subtotal	**414 712.7**	**356 327.7**	**353 005.8**	**(3 321.9)**	**(0.9)**
Gross requirements	**1 309 487.6**	**1 235 723.1**	**1 234 603.2**	**(1 119.9)**	**(0.1)**
Staff assessment income	30 627.4	28 150.6	28 881.6	731.0	2.6
Net requirements	**1 278 860.2**	**1 207 572.5**	**1 205 721.6**	**(1 850.9)**	**(0.2)**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**1 309 487.6**	**1 235 723.1**	**1 234 603.2**	**(1 119.9)**	**(0.1)**

[a] Includes financial resources for 124 posts (1 D-1, 2 P-5, 6 P-4, 10 P-3, 2 P-2, 28 Field Service, 8 National Professional Officer, 63 national General Service and 4 United Nations Volunteer) and operational costs in respect of the Regional Service Centre in Entebbe, which were included in the approved budget for the 2015/16 period.

B. Non-budgeted contributions

78. The estimated value of non-budgeted contributions for the period from 1 July 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	21 524.6
Total	**21 524.6**

[a] Inclusive of estimated rental value of government-provided land and facilities, as well as landing rights at airports, airport fees and embarkation/disembarkation fees.

C. Efficiency gains

79. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Fuel management	320.0	The strengthening of the fuel fraud prevention programme, based on the introduction of the electronic fuel management system (EFMS-2), will prevent, detect, and reduce fraud in fuel consumption and will help to identify areas of vulnerability to fraud risks. Implementing this system will enable the Life Support Contracts Section to have easy access to recurring analysis of data to monitor the effectiveness of control objectives. This initiative is likely to result in savings in fuel consumption
Medical services	300.0	Every year, the MONUSCO Medical Section makes efforts to reduce the number of medical evacuation special flights. The efforts to establish and maintain medical service contracts with external providers resulted in the availability of medical evacuation points in Kampala, Kinshasa and Nairobi, with a new one in Kigali expected in 2017. While the Kampala and Kinshasa destinations are aligned with MONUSCO regular flights, Kigali is accessible by road, which will dramatically reduce special medical evacuation flight requirements outside of the locations mentioned above. In 2016, MONUSCO had a total of 62 special medical evacuation flights to Kinshasa and Entebbe. The establishment of the Kigali contract will result in a reduction of at least 50 per cent, or 31 flights, with an approximate cost of $10,000 per flight
Total	**662.0**	

D. Vacancy factors

80. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2015/16*	*Budgeted 2016/17*	*Projected 2017/18*
Military and police personnel			
Military observers	38.4	36.0	38.0
Military contingents	13.5	13.5	14.0
United Nations police	8.4	14.0	10.0
Formed police units	15.6	1.0	1.0
Civilian personnel			
International staff	14.0	14.0	15.0
National staff			
National Professional Officers	30.0	29.0	22.0
National General Service staff	7.3	10.0	7.0
United Nations Volunteers	11.4	15.0	11.0
Temporary positions[a]			
International staff	45.5	–	25.0
National Professional Officers	36.0	–	–
National General Service staff	7.2	–	–
Government-provided personnel	48.2	30.0	35.0

[a] Funded under general temporary assistance.

81. The application of vacancy rates with respect to the computation of personnel costs is based on actual personnel deployment for the 2015/16 financial period and the first half of the 2016/17 period, as well as the expenditure pattern of the Mission. The vacancy factor with respect to military observers takes into account that 224 staff officers of the authorized 760 military observers and staff officers are reported under military contingents. The delayed deployment factor under military contingents takes into account the reduction of 2,000 troops endorsed by the Security Council, while maintaining an authorized troop ceiling of 19,815, in accordance with Council resolution 2211 (2015).

E. Contingent-owned equipment: major equipment and self-sustainment

82. Requirements for the period from 1 July 2017 to 30 June 2018 are based on standard reimbursement rates for major equipment (wet lease) and self-sustainment in the total amount of $155,843,200 as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	*Military contingents*	*Formed police units*	***Total***
Major equipment	73 119.1	4 920.3	**78 039.4**
Self-sustainment	74 191.9	3 611.9	**77 803.8**
Total	**147 311.0**	**8 532.2**	**155 843.2**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.8	1 April 2014	18 February 2014
Intensified operational condition factor	2.9	1 April 2014	18 February 2014
Hostile action/forced abandonment factor	3.7	1 April 2014	18 February 2014
B. Applicable to home country			
Incremental transportation factor	0.5-3.5		

F. Training

83. The estimated resource requirements for training for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	35.0
Official travel	
Official travel, training	848.0
Other supplies, services and equipment	
Training fees, supplies and services	641.4
Total	**1 524.4**

84. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2015/16	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*
Internal	2 445	1 174	2 755	4 045	2 785	3 916	16 544	1 054	7 503
External[a]	42	108	93	20	37	31	2	8	8
Total	**2 487**	**1 282**	**2 848**	**4 065**	**2 822**	**3 947**	**16 546**	**1 062**	**7 511**

[a] Includes United Nations Logistics Base in Entebbe, Uganda, and outside the Mission area.

85. The planned training activities for the 2017/18 period in respect of 408 courses for 6,795 staff participating will continue to focus on ensuring that training is used as a tool for mandate implementation; increased compliance with mandatory training courses, which continuously increase in number; and the capacity-building of national staff and other Mission priorities, such as the deployment of Umoja travel module to national staff and military personnel. The training requirements recommended by the Board of Auditors for police and military personnel, including child protection and conflict-related sexual violence training, will be further reinforced. The Training Unit will assist substantive sections in delivering training on conflict management and resolution. Staff members assuming Umoja roles will

be trained online. To maintain cost-effectiveness, the Mission will prioritize the training of trainers to increase its in-house capacity and ensure that more staff members are trained using the Integrated Mission Training Centre and Umoja Local Process Experts. On-the-job training, coaching and mentoring, which has been successful in the past, will be continued in the 2017/18 period with additional external assistance. The training of Umoja Local Process Experts and certification training, such as dangerous goods and firearms certification, will continue to be prioritized, and participants are expected to transfer knowledge to other staff members. Learning and the upgrading of skills will continue in field offices and various locations through package training.

86. The Mission will continue to emphasize on-the-job training as a cost-effective means of increasing the number of staff trained in courses related to mission support, security sector reform, the peace process, the protection of civilians and stabilization. Participation by Mission personnel in training activities at the United Nations Global Support Centres in Valencia, Brindisi and Entebbe and at other locations will cover support functions related to transportation, information technology and communications, engineering, human resources, procurement management, security and medical care, as well as substantive areas, such as disarmament, demobilization and reintegration/repatriation and resettlement, electoral support, gender, the rule of law, corrections, civil affairs and political affairs. In addition, the Mission will try to outsource the language classes in an effort to adhere to directives and ensure the continued quality of this important job-related training. The training of various categories of staff will enhance service delivery, improve technical and professional skills and ensure better support for the various components of the Mission.

G. Disarmament, demobilization and reintegration

87. The estimated resource requirements for disarmament, demobilization and reintegration for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Facilities and infrastructure	
Rental of premises	140.9
Ground transportation	
Rental of vehicles	162.0
Fuel	72.0
Communications	
Public information services	46.0
Medical	
Medical services	13.0
Medical supplies	38.1
Other supplies, services and equipment	
Rations, other	1 966.6
Non-food items	264.3
External freight	1 693.1
Community violence reduction programmes	5 000.0
Total	**9 396.0**

88. In the 2017/18 period, the Mission will support the Government-led disarmament, demobilization and reintegration process, recognizing that the removal of combatants and their weapons from the cycle of violence is a critical bridge between the protection of civilians and stabilization objectives. In the 2017/18 period, the Mission plans to provide support to an estimated 1,000 Congolese ex-combatants, 1,000 foreign ex-combatants and their dependents and 1,000 children associated with armed groups. To encourage the surrender of both Congolese and foreign combatants, the Mission will continue to perform sensitization missions and run tailored multimedia outreach campaigns encouraging surrenders. The Mission will facilitate coordination between the Congolese authorities and entities engaged in disarmament, demobilization and reintegration programmes. The Mission will continue to support the camps that house more than 1,000 FDLR and their dependents who took part in the voluntary disarmament process, and, simultaneously, in an effort to secure their repatriation and resettlement, the Mission will continue to engage with regional Governments. In the light of the challenges related to the implementation of the national disarmament, demobilization and reintegration programme for Congolese ex-combatants, MONUSCO will continue to advocate with the Government and donors to improve the operationalization of community-based reintegration programmes, while directly working to coordinate key actors and promote improved information-sharing. To process the expected caseload and support the programme, the Mission will continue to receive and process ex-combatants through the disarmament and demobilization programme in camp sites across eastern Democratic Republic of the Congo. The Mission will continue to provide logistical and life support to the camps in Kamina and Kitona but at a greatly reduced level, owing to an anticipated reduction in caseload. Taking into account the expected challenges related to reinsertion, the Mission will shift its efforts and resources towards area-based, tailored reinsertion and community violence reduction initiatives. These tailored initiatives will target communities prone to violence, with the aim of obstructing recruitment into armed groups, discourage armed violence and promote peaceful conflict resolution mechanisms, including through community and security actor rapprochement; promote civic education, including by promoting voluntary community disarmament and supporting training and income-generating activities. The projects will focus on mitigating the risk factors causing violence at the community level and facilitating the recruitment by armed and criminal groups. The projects will serve as a preparatory step towards reintegration and stabilization activities and will address the conflict drivers, including inter-ethnic tensions, the illegal extraction of natural resources, land disputes and the lack of economic opportunities.

H. Mine detection and mine-clearing services

89. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Mine detection and mine-clearing services	2 834.1

90. In the 2017/18 period, the Mission will continue to secure the disposal of explosive hazards resulting from ongoing military operations to neutralize armed groups. Three contracted multitasking teams will support MONUSCO forces with:

(a) survey, clearance and disposal of explosive hazards to reinforce the protection of civilians; and (b) the assessment and destruction of unserviceable ammunition.

I. Quick-impact projects

91. The proposed resource requirements for quick-impact projects for the period from 1 July 2017 to 30 June 2018, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2015 to 30 June 2016 (actual)	4 999.4	95
1 July 2016 to 30 June 2017 (approved)	2 000.0	71
1 July 2017 to 30 June 2018 (proposed)	2 000.0	70

92. The proposed resource requirements for the 2017/18 period are based on a review of requirements in the eastern part of the country where the Mission is mainly operating. The continuation of quick-impact projects will remain essential in the coming transitional period. Quick-impact project funds will be needed to continue to improve the acceptance of Mission presence by the Congolese population, the implementation of the Mission mandate and the peace process. In addition, the implementation of quick-impact projects will continue to be an effective confidence-building tool between the Congolese population and MONUSCO through the joint design and execution of projects that address immediate needs in communities, including improving the lives of ordinary people in the areas of the protection of vulnerable groups, sexual violence, the rule of law and the protection of human rights. Quick-impact projects have made a positive impact at the community level and have increased the trust between the population and the authorities.

J. Other programmatic activities

93. The estimated resource requirements for other programmatic activities for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Proposed amount*
Rule of law/security institutions	650.0
Community support programmes	1 679.7
Total	**2 329.7**

94. The proposed resources for the 2017/18 period will support programmatic activities, including a programme to improve the operational activities of prisons in the Democratic Republic of the Congo ($650,000); and programmes to collect and analyse information on the perception of the population of the Democratic Republic of the Congo with respect to security and justice ($853,200), support inclusive dialogues to improve land-based community conflicts in Beni territory ($303,400), reinforce the capacity of local security actors to protect civilians and improve their relations with the population ($188,600), and support locally driven structured dialogues to address intercommunity conflicts, reduce tensions and empower

communities ($135,400); and activities to enhance the capacity of civil society organizations to promote democratic governance ($199,100).

III. Analysis of variances[1]

95. The standard terms applied with respect to the analysis of resource variances in this section are defined in annex I.B to the present report. The terminology used is the same as that used in previous reports.

	Variance	
Military contingents	$7 280.9	1.4%

- **Cost parameters: increase in the rate of reimbursement to troop-contributing countries**

96. The main factors contributing to the variance under this heading are: (a) the increase in the rate of reimbursement to troop-contributing countries of $1,410 per person per month effective 1 July 2017, approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 for the 2016/17 period; (b) improved serviceability and a higher monthly cost of contingent-owned major equipment; and (c) a higher average price of the round trip ticket of $1,475 compared with the average budgeted price of $1,390 budgeted for the 2016/17 period.

97. The overall increase in requirements is offset in part by reduced requirements owing to a lower average daily cost of rations of $5.84, compared with $6.89 budgeted for the 2016/17 period; and to the absence of requirements for freight, as no movement of contingent-owned equipment is planned for the budget period.

	Variance	
United Nations police	$737.5	3.5%

- **Management: application of a lower vacancy rate**

98. The main factor contributing to the variance under this heading is the application of a lower vacancy rate of 10 per cent in the computation of United Nations police personnel costs, compared with 14 per cent approved for the 2016/17 period.

	Variance	
Formed police units	$732.2	2.4%

- **Cost parameters: increase in the rate of reimbursement to troop-contributing countries**

99. The main factors contributing to the variance under this heading are: (a) the increase in the rate of reimbursement to police-contributing countries of $1,410 per person per month effective 1 July 2017, approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 for the 2016/17 period; and (b) improved serviceability and higher monthly cost of contingent-owned major equipment.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

100. The overall increase in requirements is offset in part by reduced requirements owing to a lower average daily cost of rations of $6.78, compared with $7.33 budgeted for the 2016/17 period; and to the higher anticipated average rate of unserviceability of contingent-owned self-sustainment.

	Variance	
International staff	($7 509.6)	(4.7%)

- **Cost parameters: discontinuation of danger pay in Goma and Bukavu**

101. The main factors contributing to the variance under this heading are: (a) the discontinuation of the danger pay entitlement as of 1 January 2016 in Goma and Bukavu; and (b) the application of the higher vacancy rate of 15 per cent in the computation of the international staff costs for the 2017/18 period, compared with 14 per cent in the 2016/17 period.

	Variance	
National staff	($1 733.8)	(1.7%)

- **Management: abolishment of posts**

102. The main factors contributing to the variance under this heading are: (a) the discontinuation of the danger pay entitlement as of 1 January 2016 in Goma and Bukavu; and (b) the proposed abolishment of 187 posts of Language Assistant (national General Service).

103. The overall decrease in requirements is offset in part by the lower vacancy rates of 22 per cent and 7 per cent with respect to National Professional Officers and national General Service staff, respectively, in the computation of national staff costs for the 2017/18 period, compared with 29 per cent and 10 per cent in the 2016/17 period.

	Variance	
United Nations Volunteers	$1 964.6	10.7%

- **Management: application of a lower vacancy rate**

104. The main factor contributing to the variance under this heading is the application of the lower vacancy rate of 11 per cent in the computation of the volunteers costs in the 2017/18 period, compared with 15 per cent in the 2016/17 period.

	Variance	
General temporary assistance	$1 092.1	–

- **Management: creation of eight positions**

105. The main factor contributing to the variance under this heading is the proposed establishment of eight international positions (1 D-1, 2 P-4 and 5 P-3) in the Electoral Support Unit.

	Variance	
Government-provided personnel	($269.4)	(6.8%)

- **Management: application of a higher vacancy rate**

106. The main factor contributing to the variance under this heading is the application of the higher vacancy rate of 35 per cent in the computation of government-provided personnel costs in the 2017/18 period, compared with 30 per cent in the 2016/17 period.

	Variance	
Consultants	($214.1)	(19.3%)

- **Management: reduced inputs and same outputs**

107. The main factor contributing to the variance under this heading is the reduction in the number of consultants needed for training purposes owing to the increasing reliance of the Mission on in-house experts.

	Variance	
Official travel	($389.9)	(6.2%)

- **Management: reduced inputs and outputs**

108. The main factor contributing to the variance under this heading is the reduction in travel for training purposes, particularly with respect to Umoja external training.

	Variance	
Facilities and infrastructure	$1 993.4	3.7%

- **Management: same inputs and outputs**

109. The main factors contributing to the variance under this heading are: (a) the provision for maintenance services being budgeted under facilities and infrastructure using contractual services for the 2017/18 period, whereas for the 2016/17 period, this was undertaken by individual contractors under other supplies, services and equipment; (b) the proposed undertaking of construction projects aimed at reducing the environmental footprint of the Mission by constructing an environmentally friendly landfill in Goma, developing a hazardous and non-hazardous solid and liquid waste management system in Beni, Kalemie, Lubumbashi and Dungy and upgrading hygiene and water sanitation facilities; and (c) the acquisition of five additional wastewater treatment plants in Uvira, Kwanja, Panzi, Rwindi and Himbi to treat water before disposal in the environment.

110. The overall increase in requirements is offset in part by the reduction in requirements with respect to: (a) prefabricated facilities, accommodation and refrigeration equipment, generators and electrical equipment, owing to the acquisitions programme conducted in the previous budget periods; (b) stationery and office supplies, spare parts and supplies and sanitation and cleaning materials, in line with the pattern of expenditures and taking into account the current level of stock; and (c) petrol, oil and lubricants, as the result of to lower prices for generator fuel ($0.84 per litre for the 2016/17 period, compared with $0.81 per litre for the 2017/18 period for diesel fuel, and $0.82 per litre for the 2016/17 period, compared with $0.77 per litre in the 2017/18 period for kerosene).

	Variance	
Ground transportation	($921.7)	(4.8%)

- **External: change in market price levels**

111. The main factors contributing to the variance under this heading are lower fuel prices ($0.84 per litre for the 2016/17 period, compared with $0.81 per litre for the 2017/18 period), combined with the reduced requirements for spare parts, as older vehicles in the Mission's vehicle fleet are being progressively replaced with new vehicles.

	Variance	
Air operations	($2 414.1)	(1.4%)

- **Management: reduced inputs and same outputs**

112. The main factors contributing to the variance under this heading are: (a) reduced operating and flying hour costs of the Mi-8TV helicopters based on the new commercial contract, including from $2.9 million and $450 per hour in the 2016/17 period to $2.5 million and $360 per hour in the 2017/18 period; (b) lower requirements for landing fees and ground handling charges, owing to the change of location of the level IV hospital from Pretoria to Kinshasa and Kampala and to the upgrade of the Goma airport to international standards, which will allow the Mission to use that airport rather than Entebbe for troops and logistical movements; and (c) lower requirements for air crew subsistence allowance, owing to a reduction of overnight stays outside the main operating base.

113. The overall reduction in requirements is offset in part by the increased use of the C-130 from 550 flight hours in the 2016/17 period to 750 flight hours in the 2017/18 period at an hourly cost of $6,300.

	Variance	
Naval transportation	($1 010.3)	(97.2%)

- **Management: reduced inputs and outputs**

114. The main factor contributing to the variance under this heading is the non-deployment of the mother ship to support the force on Lake Tanganyika, owing to the unsuccessful solicitation for its rental in previous periods, and the related reduction in fuel requirements.

	Variance	
Information technology	($138.8)	(0.9%)

- **Management: reduced inputs and same outputs**

115. The main factor contributing to the variance under this heading is the reduction in acquisition of equipment owing to the finalization of the upgrade of the critical information technology infrastructure.

116. The overall reduced requirements are offset in part by increased requirements for software packages as a result of the implementation of multiple information and communications technology platforms such as United Comms, RIOS and WAVE in response to the demand for greater collaboration, integration and interoperability of information and communications technology systems; and by increased requirements for centralized services and support owing to the increase in the

number of computers in the Mission. The additional computers support newly introduced services such as the electronic rations management system, the electronic fuel management system and interoperability capability.

	Variance	
Other supplies, services and equipment	($364.0)	(0.6%)

- **Management: same inputs and outputs**

117. The main factors contributing to the variance under this heading are: (a) the provision for maintenance services being budgeted under facilities and infrastructure using contractual services for the 2017/18 period, whereas for the 2016/17 period, this was undertaken by individual contractors under other supplies, services and equipment; (b) with regards to rations, the discontinuation of the provision of emergency rations for civilian staff in field offices, a reduction in the support provided to FARDC, and a reduction in cost; and (c) decreased requirements for uniform, badges and gear and for bank charges based on the pattern of expenditures.

118. The overall reduction in requirements are offset largely by: (a) additional requirements for individual contractors who will replace the 187 Language Assistants whose posts are proposed for abolishment; (b) a projected increase in the internal movement of United Nations-owned equipment and the related customs clearance costs; and (c) increased requirements for insurance based on the pattern of expenditures.

IV. Actions to be taken by the General Assembly

119. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo are:**

(a) **Appropriation of the amount of $1,234,603,200 for the maintenance of the Mission for the 12-month period from 1 July 2017 to 30 June 2018;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of $102,883,600 should the Security Council decide to continue the mandate of the Mission.**

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 70/274 and 70/286, including requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current Mission mandate and that it reflects staffing best practices across other missions (para. 20)	MONUSCO will continue to improve the ratio of substantive staff to support staff, nationalize functions, where appropriate, and include these in budget proposals for future periods. The Mission conducted a comprehensive civilian staffing review in November 2016, the conclusions and recommendations of which will be considered in the context of budget proposals for future periods
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22)	The Mission has taken the following steps to improve its recruitment efficiency and effectiveness: (a) partner with hiring managers to review their workforce requirements and priorities; (b) conduct stricter monitoring and in-house auditing functions for recruitment activities; (c) engage with hiring departments for the completion of evaluations of applications within the specified timelines; (d) increase collaboration with RSCE in the on-boarding of selectees; (e) provide advice and support on the interpretation of human resources policies to guide decision-making on recruitment; and (f) provide one-on-one training with hiring managers on the evaluation processes for recruitment
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24)	MONUSCO has reassigned the Senior Gender Adviser to the Office of the Special Representative of the Secretary-General to mainstream gender perspectives and strengthen the gender dimension of the Mission's analysis, monitoring, reporting and strategic planning as well as good offices and engagement with national and international partners. Advisory services provided by the Senior Gender Adviser include liaison with all civilian and uniformed components, with the aim of introducing gender markers for their activities; the provision of advice on better participation and representation of women in political processes; and the strengthening of joint action with the United Nations country team

Decision request	*Action taken to implement decision request*
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25)	The Mission recognizes and fully supports the role of women in all aspects of peace and security issues and guides the Human Resources Section and the Mission leadership towards achieving the goals set for MONUSCO to recruit and retain women, in particular at senior levels. During the 2015/16 period, 28 per cent of posts at the P-5, D-1 and D-2 levels were encumbered by women against a target of 29 per cent; 28 per cent of posts at the P-1, P-2, P-3, P-4 levels and equivalent were encumbered by women, against a target of 32 per cent; and 17 per cent of posts in the General Services category were encumbered by women, against a target of 18 per cent. MONUSCO is committed to intensifying its efforts to achieve greater gender balance and will work with all stakeholders towards achieving this goal
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)	MONUSCO is implementing an environmental management system that clearly defines the Mission's compliance obligations and provides the procedures and operational controls to monitor and report compliance A wastewater and sanitation infrastructure improvement plan covering all MONUSCO locations has been prioritized The installation of solar power generation systems for Entebbe and Régie des voies aériennes in Goma and the procurement of hybrid generators have been planned. MONUSCO is also supplied by the national grid hydropower systems where this opportunity exists Solid waste recycling initiatives are being implemented in Goma and there are plans to expand the initiative
Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32)	The MONUSCO Medical Section is in the process of establishing a contract with a professional and accredited medical training centre to provide regular medical training to the Mission medical staff
Further recognizes the contribution of unmanned aerial systems to mandate delivery, including situational awareness and the enhanced safety and security of peacekeepers, and stresses the need to address challenges facing the deployment and utilization of such systems in individual peacekeeping missions (para. 34)	The enhancement of the MONUSCO unmanned aerial system is addressing challenges related to range and utilization through the statement of works of the ongoing procurement process

Decision request	*Action taken to implement decision request*
Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35)	The Mission will continue the efforts to improve the security of information and communications by: (a) implementing effective security personnel policies; (b) periodically assessing risk; (c) establishing a security management structure and clearly assigning roles and responsibilities; (d) deploying and enabling intrusion protection system modules of the checkpoint appliances that allow central monitoring and management; and (e) using data encryption technologies
Recalls paragraph 39 of its resolution 69/307 and paragraphs 136 to 138 of the report of the Advisory Committee, reaffirms its request to the Secretary-General to ensure consistency, transparency and cost-efficiency in the budgeting for unmanned aerial systems in individual peacekeeping operation budget proposals in this regard, including by presenting expected accomplishments and indicators of achievement, as well as information on outputs, as appropriate, in the context of the results-based budget framework, and also reaffirms its request to the Secretary-General to include comprehensive information, including on lessons learned from the utilization of unmanned aerial systems in United Nations peacekeeping operations, in the next overview report (para. 36)	The Mission has integrated unmanned aerial systems in its results-based-budgeting framework under the protection of civilians and security component, where the capability delivered demonstrable results and has proven to be a force multiplier in terms of extended reconnaissance, surveillance and target acquisition during the deployment of the current platform. The success of, and results derived from, this asset have contributed to the planning and execution of military tasks and have also allowed the monitoring of the movement of large numbers of internally displaced persons
Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration for operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42)	MONUSCO has been planning and implementing engineering projects, military engineering horizontal and vertical projects, including roads, bridges, airfields, environmental projects and company operating base/temporary operating base construction and maintenance projects to meet the operational requirements of the Mission. The major activities carried out for project planning, management and oversight are: (a) project identification and prioritization; (b) project business case development, risk analysis and management plan, project scheduling, quantity and cost estimation for infrastructure and environmental engineering projects maintenance and upgrading, taking into account as much as possible the utilization of locally available resources; (c) timely submission of acquisition planning with specific requirements; (d) preparation of military engineering horizontal and vertical projects annual planning, target and scheduling; (e) formation of a joint civilian and military monitoring and evaluation mechanism for infrastructure projects

Decision request	*Action taken to implement decision request*
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)	MONUSCO has formed, as at June 2016, an Acquisition Planning and Central Requisitioning Unit. The Unit will assume responsibility for oversight and utilization of the approved resources of the Mission in terms of material acquisitions. An element of the business process, within centralized requisitioning, is to ensure that unneeded items are filtered out of the procurement process, and that global visibility of surplus items is utilized prior to purchase
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45)	Local materials, capacity and knowledge are being utilized in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual, specifically chapter 9, the solicitation process and 13.4, blanket purchase orders
Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 46)	MONUSCO participates in the development of requirements for regional missions, the procurement of which is being managed by the Regional Procurement Office. This includes the commodities of the East Africa corridor project, which are being handled by the Regional Procurement Office in Entebbe
Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47)	The following measures are taken for the security of the air crew: a security briefing is provided to all new air crew arriving in the regions by the security section; a list of out-of-bound areas is given to the air crew; the crew members are included in the security evacuation plan; the crew members are advised during security briefing to select a residence located within the security residential perimeter, duly assessed by United Nations security. Furthermore, crew members have access to MONUSCO security channels and are part of the daily radio check conducted by the Security Operations Centre. Crew members living within MONUSCO compounds benefit from MONUSCO compliance with minimum operating security standards. Those living out of MONUSCO security parameters have contracted private security companies certified by the Department of Safety and Security of the Secretariat
Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55)	MONUSCO introduced a set of initiatives to improve the management of quick-impact projects. These measures include a monthly monitoring tool to be used by heads of offices; increased communication during the implementation of the projects with field offices; mandatory meetings on quality assurance and coordination to review and identify problems on time; and regular updating of the list of implementing

Decision request	*Action taken to implement decision request*
	partners in terms of compliance with set rules and regulations. Despite these measures, underlying challenges, including weak capacities of implementing partners, project sites that are difficult access to in remote areas for monitoring visits, and a lack of project management skills among offices that present projects, continue to delay the timely completion and affect accountability
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70)	The related response for all peacekeeping missions, including MONUSCO, to address issues raised in paragraphs 70, 71, 76, 79, 80, 81 and 82, will be included in the context of the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

(Resolution 70/274)

Decision Request	*Action taken to implement decision request*
Requests the Secretary-General to continue his efforts to improve the security of communications in the Mission (para. 11)	The Mission will continue efforts to improve the security of information and communications by: (a) implementing effective security personnel policies; (b) periodically assessing risk; (c) establishing a security management structure and clearly assigning roles and responsibilities; (d) deploying and enabling intrusion protection system modules of the checkpoint appliances that allow central monitoring and management; and (e) using data encryption technologies
Notes the planned presidential election, and requests the Secretary-General to provide technical assistance and logistical support for the revision of the electoral register pursuant to the mandate of the Mission and to report thereon in the context of the next budget submission (para. 12)	Pursuant to paragraph 35 of Security Council resolution 2277 (2016), MONUSCO is providing technical assistance and logistical support for the revision of the electoral register, with the aim of achieving a fair and inclusive process. Building on the agreement reached between the Independent National Electoral Commission, MONUSCO and the support project to the electoral cycle in the Congo on the distribution of responsibilities in the revision of the electoral register, MONUSCO has finalized its plan to support the revision of the voter register, which envisages the provision of technical assistance and logistical support for the distribution of nearly 22,000 registration kits to 16 hubs, 104 antennas of the Independent National Electoral Commission and 18,000 registration centres. On 31 July, the Independent National Electoral Commission launched the pilot phase of the voter registration in North

Decision/Request	*Action taken to implement decision/request*
	Ubangi province. MONUSCO is providing technical and logistical assistance to the pilot phase of voter registration, including airlifting electoral materials and providing warehouse space
Requests the Secretary-General to submit at the second part of the resumed seventy-first session of the General Assembly a proposal on options for administrative arrangements for the Entebbe Support Base and the Regional Service Centre in Entebbe, Uganda, with a view to delivering efficiencies and avoiding duplication and overlap of efforts (para. 13)	The functions of the Entebbe Support Base and those of the Regional Service Centre in Entebbe do not overlap. The Regional Service Centre deals with administrative transactions relating to human resources and finance and with the coordination of some logistical functions without any operational role. The Entebbe Support Base has a logistical operational role, which includes providing support to the Regional Service Centre. The administrative arrangements between the Regional Service Centre and the Entebbe Support Base are contained in an operational level agreement that specifies the support and the related cost
Encourages the Secretary-General to continue to improve the transparency of future Mission budget proposals, including on the staffing structure, mission support and operational needs, with a view to ensuring an adequate level of resources for the effective and efficient discharge of the mandate of the Mission (para. 16)	The Mission has developed the proposed budget in coordination with all the Mission's stakeholders and improved transparency through the continuous review of its budget proposal by the Budget Steering Committee, in compliance with the guidance of the Department of Field Support and the Department of Peacekeeping Operations and the instructions of the Controller. The civilian staffing review conducted in November 2016 aimed to provide transparency and clarity of the staffing structure of the Mission

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742 and General Assembly resolution 70/286)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31)	In the light of the concerns of the Board of Auditors, MONUSCO has improved its budgetary control with constant monitoring of budget utilization. In accordance with established policy, MONUSCO requires full justifications for redeployments against the budget appropriation. MONUSCO carefully monitors its utilization of approved resources and seeks first to realign funds between cost centres before redeploying within and/or between classes

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee looks forward to analysing the variances between budgeted and actual expenditures for the financial period 2015/16, including through the provision of additional analytical information in the next performance reports as well as in the periodic updates on redeployments between groups and classes of expenditure (para. 33)	The variance justification between the approved resources and actual expenditure was provided at the expenditure line item. The performance report for the 2016/17 period will include additional analytical information. Moreover, redeployment between groups and class will be provided periodically, in line with established policy
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)	Through rigorous recruitment actions, MONUSCO has reduced the number of long vacant posts to eight and will endeavour to reduce them further
In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited above, together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing significant cost savings in future budgets (para. 116)	MONUSCO flight hours proposed in the 2017/18 period are in line with its utilization trend analysis. In order to optimize the utilization of the existing resources, MONUSCO is sharing one L-100 on a 50 per cent basis with MINUSMA and one CRJ on a 10 per cent basis with UNISFA Moreover, the procurement process for a replacement unmanned aerial system adopted lessons learned from the pilot project that commenced in December 2013, and considered increased military operational requirements for unmanned aerial system operations in the Democratic Republic of the Congo. The successor contract will be a medium altitude long endurance platform, which will improve the overall efficiency and effectiveness of intelligence, surveillance and reconnaissance capabilities of force headquarters with increased coverage and longer average mission duration
The Advisory Committee reiterates the need for greater consistency and transparency in the budgeting for unmanned aerial systems (para. 138)	As the cost of the successor unmanned aerial system contract is not available at this time, the estimate was based on the current contract value
The Advisory Committee notes with dissatisfaction that the information was not made readily available to the Committee in a timely manner and not in the format requested, which would have facilitated easy review. The Committee therefore recommends that a breakdown of the travel requirements for all peacekeeping operations, including details with respect to trip destinations, the purpose of the trips, the number and functions of travellers and estimated air fares and other travel costs, be included in the information provided to the Committee prior to its consideration of mission budget proposals (para. 154)	MONUSCO acknowledges the recommendation and will provide the required information in a timely manner

Request/recommendation	*Action taken to implement request/recommendation*
The Committee stresses the need for realistic planning and budgeting and enhanced project monitoring and oversight, including by the appropriate offices within the Department of Field Support at Headquarters and UNLB, particularly for those projects spanning more than one budgetary cycle. Details of multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request, and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157)	In the 2017/18 period, no multi-year project valued at more than $1.0 million is envisaged for MONUSCO
The Committee looks forward to reviewing the results of the analysis currently under way of the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative-type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160)	MONUSCO may not be in a position to fully implement the transition plan owing to difficult terrain and road conditions and would opt for partial implementation for the location such as Entebbe and Kinshasa, where it is achievable and sustainable. In line with this approach, the Mission had already proposed the introduction of 20 sedans for the Entebbe Support Base, which could not materialize owing to non-availability of the systems contract

Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

(A/70/742/Add.5 and General Assembly resolution 70/274)

Request/recommendation	*Action taken to implement request/recommendation*
In paragraphs 22 to 34 of the proposed budget, the Secretary-General sets out a number of initiatives in the area of mission support, as follows:	Entebbe, Goma and Mombasa are the ports of entry in use by the supply chain management. Entebbe Support Base plays a key role in the movement of goods into the Democratic Republic of Congo. The creation of five main hubs in Entebbe, Goma, Bukavu, Kinshasa and Bunia has provided opportunity to integrate and reduce warehouses to facilitate the movement of goods and create a more efficient and effective supply chain delivery strategy
(a) Streamlining the flow and the management of the goods and assets through its five distribution hubs in Entebbe, Kinshasa, Bukavu, Goma and Bunia, targeting uninterrupted and cost effective logistical support and developing appropriate training programmes for both international and national staff in order to achieve the intended purpose of supply chain management; in this connection, the supply chain management structure will be reinforced with a proposed increase of 139 posts to the Integrated Warehouse Section through redeployment and reassignment from other support sections, and the establishment of an acquisition planning cell with 13 posts redeployed and reassigned from other support sections;	Furthermore, the creation of a centralized acquisition planning cell is expected to reduce lead time, increase efficiency and effectiveness by centrally coordinating all acquisitions, standardizing the scope of work or statement of requirements, with a clear view of all the Mission requirement leading to acquisition synergies
(b) For air operations, a higher utilization of existing aircraft is planned, as is a reconfiguration of the aircraft fleet as follows: (i) three fixed-wing aircraft (B-1900d) and one helicopter (S61) will replace one fixed-wing aircraft (SAAB) and two helicopters (MI-8MTV) on the basis of a scope-of-services solicitation method, in	A pilot request for proposal for Bunia air region was conducted, which resulted in contracting 3 B-1900 fixed-wing aircraft and 1 S-61 helicopter to replace one fixed-wing (SAAB) and two helicopters (MI-8MTV). Furthermore, MONUSCO is sharing one L-100 with MINUSMA on a 50 per cent basis and one

Request recommendation	*Action taken to implement request recommendation*
which the type of aircraft is proposed by the bidding vendors; (ii) two fixed-wing aircraft (L-100 and CRJ) to be shared aircraft with other peacekeeping missions; (iii) a fixed-wing aircraft (L-410) to replace a helicopter; and (iv) a helicopter to be released following the closure of the Gemena location. The Mission will continue to deploy one unmanned aircraft system, comprising five unarmed and unmanned aerial vehicles. However, it will be operating simultaneously from two locations instead of one to boost its rapid response capability;	CRJ-200 with UNISFA at 10 per cent utilization. The deployment of the L-410 was no longer envisaged to be in line with MONUSCO fleet optimization, resulting in the redeployment of one MI-8 to Kinshasa. MONUSCO continues to operate the unmanned aerial system from a single location pending the outcome of the ongoing request for proposal exercise for a new unmanned aerial system
(c) Finalizing the construction project of a new central distribution hub in Goma and introducing a new solar power generation system at the Entebbe Support Base in line with the established environmental policy to minimize the Mission's environmental footprint and to maximise positive contributions to local communities;	The construction of the logistic base/hub in Goma is under progress, as planned. Part of the hub is under ongoing occupation by various sections of the supply chain management. The solar power farm in Entebbe, after receiving technical clearance and local procurement authority, is now under tendering exercise, as originally planned
(d) Development of new tools, including management and operational dashboards based on business intelligence made available with the deployment of Umoja, and the establishment of a culture of performance management in all service areas; extension of secured information and communication technology services across the Mission; and bridging tactical communications gaps between the various military units;	The initial phase of the dashboard initiative was carried out, experimentally, by an ad hoc project cell. Since then, mainstream dashboard reporting has been developed by the Umoja project, allowing MONUSCO to start training staff within the business intelligence environment. The secured tactical communications infrastructure is currently being developed by the Mission
(e) Commence a phased replacement of material handling equipment through inter-mission transfer where feasible and acquisition of light passenger vehicles where life expectancy has been exceeded and the vehicles are uneconomical to repair;	The gradual replacement of 59 items of material handling equipment, including 29 for voter registration, is in progress through acquisition of new equipment, inter-mission transfers, and strategic deployment stocks. Acquisition of light passenger vehicles for vehicles whose life expectancy has been exceeded, is under way
(f) Modifications to the organizational structure and human resources management will include the following: increased responsibility to the Head of Office positions, along with emphasis on project management and leadership skills; the Head of the Joint Human Rights Office will act as both the human rights adviser to the Special Representative of the Secretary-General and as the representative of the High Commissioner for Human Rights in MONUSCO and report directly to the Special Representative of the Secretary-General; the Electoral Support Unit will be integrated into the Political Affairs Division for a more streamlined approach with better coordination and oversight of the political and electoral functions of the Mission	MONUSCO, in coordination with the Department of Peacekeeping Operations and the Department of Field Support undertook a comprehensive review of its civilian staffing in November 2016 that included identifying requisite managerial capacities and expertise to implement mandated tasks as well as recommendations regarding the streamlining of existing resources. The recommendations, including for necessary post action, will be considered in the context of budget proposals for future periods. The review made specific recommendations related to managerial capacities in field offices and confirmed a direct reporting line of the Director of the Joint Human Rights Office to the Special Representative of the Secretary-General

Request/recommendation	*Action taken to implement request recommendation*
The Advisory Committee recommends that the General Assembly request the Secretary-General to report on the effectiveness, as well as the related efficiencies and savings, of the planned mission support initiatives in his next budget submission to the Assembly (paras. 15 and 16)	
The Advisory Committee continues to note that the successive budget submissions have not addressed the lack of clarity in the relationship between the Entebbe Support Base and the Regional Service Centre in Entebbe; the respective services provided by the two entities; as well as the related cost implications. The Committee is of the view that further analysis is required to address these matters. In this regard, the Advisory Committee reiterates its recommendation that the General Assembly request the Secretary-General to review the respective services provided by the Entebbe Support Base and by the Regional Service Centre in Entebbe, as well as the cost reimbursement for the services provided, and to report on his findings in the next budget submission (para. 17)	The support provided by the Entebbe Support Base includes: movement control of cargo and passengers, including rotations of troops and contingent-owned equipment; air operations; ground transportation and fleet management; property management activities, including integrated warehousing; security services; engineering functions, including facilities management; medical services, including mortuary services and repatriations of human remains; information and communications Technology, including hotlines for the tenants of the base; and immigration and visa services for the tenants' staff based in Entebbe and their families. Some of the support services are provided based on the footprint of each tenant, calculated on office space occupancy, (such as utilities, fuel for generators, cleaning/gardening services, maintenance and security) while others are charged based on their usage by the tenant (such as transportation, information and communications technology, medical, receipt and inspection and shipment movements). The cost recovery system is made based on the operational level agreement between MONUSCO/Entebbe Support Base and the tenants of the base
Upon further enquiry, the Advisory Committee was informed that, in addition to light passenger vehicles, the Mission's vehicle fleet for 2016/17 included a total of 32 existing armoured vehicles, as required by the minimum operating security standards issued by the Department of Safety and Security, and that no acquisition of new armoured vehicles had been planned for 2016/17. The Committee was also informed that a total of 23 vehicles, (5 armoured and 18 light passenger vehicles) had been allocated to the Mission's senior management. The Committee was also informed that, because the 18 light passenger vehicles would have reached the end of their useful lives in 2016/17 and were scheduled for write-off, they had not been reflected in the information on vehicle holdings provided to the Committee. The Advisory Committee expects that information on all of the Mission's vehicles, including armoured vehicles, will be included in the supplementary information to future budget reports (para. 57)	MONUSCO includes armoured vehicles in all fleet inventory/reports, including in the context of budget proposals

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee expects that MONUSCO will review its vehicle utilization in order to bring its holdings in alignment with standard ratios. Given that its vehicle holdings remain above the established ratios and the ongoing reduction in personnel levels, the Committee is not fully convinced with the justification provided for the planned acquisition of 93 light passenger vehicles in 2016/17 and recommends a more gradual approach to the replacement of the Mission's vehicles, particularly those allocated to its senior management. In this regard, the Committee recommends a reduction of 18 in the number of vehicles proposed for acquisition in 2016/17 and also recommends that the Secretary-General be requested to report on the results of the Mission's right-sizing exercise in the context of his next budget submission to the General Assembly (para. 59)	The Mission is working on the progressive reduction of the fleet, in line with projected planned holdings for the budget period. However, the Mission is faced with challenges of geographical dispersion and critical operational deployment patterns that necessitate the allocation of standalone vehicles to staff in remote field offices, including in some cases to United Nations Volunteers. The 93 light passenger vehicles are not acquisitions but replacements for old, worn fatigued vehicles. The Mission plans to progressively replace older vehicles and remove the excess vehicles from circulation within the next three years
Utilization of unmanned aircraft system The Committee was informed that the low utilization rates had been due to factors such as weather, non-availability of crew and accidents/incidents. However, the utilization rate had been increasing owing to increased familiarity with the system and the operating environment; fewer accident investigations, hence reduced down time; increased availability of aircrew (system operators); and longer average mission duration following the move from Goma to the Bunia airfield with more favourable operating conditions. The Committee was informed that the unmanned aerial system was a critical component of the force transformation, providing day and night high-resolution imagery of known or suspected armed groups positions and that, in 2016, 20 new or suspected camps had been located using the system. Subsequently, nine camps were neutralized, four were confirmed as abandoned and seven remained under periodic observation. The increased utilization in 2014/15 and 2015/16 notwithstanding, the Advisory Committee considers that the utilization of the unmanned aerial system is still low. The Committee is of the view that, while it may be contractually difficult to modify terms midway through a contract, the negotiations during the procurement process for the next contract should provide an opportunity to review the Mission's requirements on the basis of operational experience and actual utilization and align the contractual terms accordingly (para. 62)	As the current and future potential value of the unmanned aerial system to MONUSCO has been demonstrated, the bidding process for a replacement system is now under way. The present contract was extended for an additional year, with a clause for one month's notice termination to allow the finalization of the procurement process. Under current negotiations, the selected contractor will be guaranteed a payment for 2,500 hours. The evaluation process is under way and it is anticipated that the contract will be awarded in April 2017. The successor unmanned aerial system will provide significantly better intelligence, surveillance and reconnaissance capacities extended over areas not currently covered, improved sensor packages and better command interaction with the platform, permitting operation at lower altitudes and live feeds to personnel engaged directly in ground operations. Full operational capability of the successor unmanned aerial system will be in theatre by June 2017

Request recommendation	*Action taken to implement request recommendation*
Flying non-United Nations passengers on United Nations air assets The Committee was also informed that a review of the legal, liability and insurance aspects of charging non-Mission personnel for travel on United Nations-operated aircraft was under way, and that the outcome of the review would guide the development of a policy applicable to all missions. During it consideration of the budget for MONUSCO for 2016/17, the Advisory Committee was informed, upon enquiry, that consultations between the relevant departments at the United Nations Headquarters were still ongoing and had taken longer than originally envisaged. The Committee was again informed that the outcome of the consultations would be completed in 2016 and would culminate in the development of an overarching policy applicable to all field missions. In view of the number of non-mission passengers who regularly travel on United Nations air assets, the Advisory Committee stresses the importance of having a guiding policy established as soon as possible. In this regard, the Committee looks forward to receiving information on the outcome of the ongoing consultations on this matter (para. 64)	The legal, liability and insurance aspects of charging non-Mission personnel for travel on United Nations air assets is currently under review by United Nations Headquarters. The outcome of this review will guide the development of an overarching policy applicable for all missions. The relevant departments at Headquarters are continuing their collaboration in the development of such overarching policy
The Advisory Committee recommends that the General Assembly request the Secretary-General to report on the operational effectiveness and budgetary efficiencies achieved by the deployment by MONUSCO of the O3b satellite technology (para. 66)	The Mission deployed the O3b satellite technology in Kinshasa and Goma. This emerging solution enables flexible, fast, reliable and secure connectivity. Overall user experience, productivity and systems performance in Goma and Kinshasa have improved since the deployment of O3b. Efficiencies may be achieved when the scope of the current affordable O3B satellite services is revised to include other Mission sites that continue to be operated and supported by costly high latency satellite Internet and local Internet service providers
... MONUSCO was in the initial phase of developing a monthly dashboard that would track progress and operations though continuous business intelligence analysis and forecasting. The next phase of the dashboard's development, beginning later in 2016, would be to electronically integrate the dashboard into Umoja and use it : (a) to analyse specific key supply chain management performance indicators on the basis of data extracted from Umoja; (b) to produce forecasts to estimate and predict the demand for resources through the analysis of historical data, trends and available stocks, as well as coordinating activities to meet current and future demand for informed decision-making; (c) to establish internal and external benchmarks...; (d) to introduce radio-frequency identification technology for the tracking of its	The initial phase of the dashboard initiative was carried out, experimentally, by an ad hoc project cell. Since then, mainstream dashboard reporting has been developed by the Umoja project, allowing MONUSCO to start training staff within the business intelligence environment. The report produced gives a more realistic data of the progress, which enables the supply chain management to more accurately forecast its activities. Currently the dashboard is capturing data from the business intelligence report and the business object report. The business intelligence reports will supersede any stand-alone dashboard project previously initiated. MONUSCO has moved forward with some of the further developments that would grow from the project cell. Specifically, the radio-frequency identification project has begun in pilot at

Request/recommendation	*Action taken to implement request/recommendation*
containers downstream and more accurate real-time information and the rapid location of assets. The Advisory Committee looks forward to an analysis of the progress made in the implementation of these initiatives as well as their impact on the delivery of the Mission's support services, in the next budget submission (paras. 68 and 69)	the Entebbe Support Base, with infrastructure changes being implemented and standard operating procedures being developed. This will further roll out across the whole Mission area during the calendar year 2017
Goma fire incident	
[...] the Advisory Committee was informed that there was no insurance policy in place in MONUSCO at the time the accident occurred. It was indicated that the United Nations property insurance policy provided worldwide coverage, including peacekeeping missions and special political missions, for up to $5 million for losses caused by fire, floods, earthquakes and other covered perils, but excluded some countries, including the Democratic Republic of the Congo, owing to the difficulty of obtaining coverage at reasonable rates in those countries. As such, the United Nations is fully self-insured in those countries [...]. The Advisory Committee looks forward to receiving more information on the Organization's worldwide insurance policy and the policy regarding the criteria used to exclude certain countries from coverage (para. 70)	The property insurance programme provides worldwide coverage, including missions, for up to $5 million only. It excludes, however, any coverage in the following countries in which a United Nations mission is present: Côte d'Ivoire, the Democratic Republic of the Congo, Haiti, Iraq, Kosovo, Liberia, Libya, Pakistan, Somalia and the Syrian Arab Republic. The Mission has taken measures to mitigate the risks by deploying containerized equipment room solutions with in-built access control, surge protection, fire suppression and alarm systems
The Advisory Committee notes that information in the Mission's budget is presented by function, with little indication, if any, of the distribution of resources by mission location. Upon enquiry, the Committee was informed that expenditure information by location was being tracked on a manual basis and that the Mission was looking into how the information could be tracked in Umoja using its project structure application. In that connection, the Committee was provided with a table showing the distribution of resources in the proposed budget between the Entebbe, Kampala and Kigali locations of the Mission. The Committee was also informed that the proposed staffing distribution for the three locations was: 265 posts in Entebbe (55 international, 176 national and 34 United Nations Volunteers); 4 posts in Kampala (3 international and 1 national); and 14 posts in Kigali (5 international and 9 national). The Advisory Committee encourages the Secretary-General to report on resource allocation and expenditure by mission location in future budget reports (para. 71)	MONUSCO is further considering how the project structure could be used for this purpose. However, priority has been given to other roll-outs, such as the implementation and stabilization of cluster and the decommissioning of Galileo

Request recommendation	*Action taken to implement request recommendation*
The Advisory Committee requested an update on the rebalancing of the Mission's resources and the transfer of activities between west and east. The Committee was informed that at the end of the reconfiguration on 31 August 2014, a total of 1,050 staff remained in the west, of whom 890 were based in Kinshasa. This corresponds to approximately 25 percent of the Mission's civilian staff who are now based in the western part of the Democratic Republic of the Congo. For the offices in the eastern provinces of the country, the Committee was informed that a total of 2,150 staff had been deployed to the east, of whom 1,250 were deployed in Goma. It was also indicated that the west-to-east movement had no impact on the staffing structure at the Entebbe Support Base. The Advisory Committee recommends that the General Assembly request the Secretary-General, in his next budget submission, to provide an update on the reconfiguration of the Mission's activities from west to east, including an assessment of the operational effectiveness and efficiencies, the financial implications and lessons learned (para. 72)	Following the completion of the Mission's reconfiguration pursuant to Security Council resolution 2098 (2013), the Mission leadership team continued to regularly assess the operational effectiveness and efficiencies of mandate implementation. This assessment included recommendations on the strengthening of field locations where challenges for the protection of civilians and security, including in the context of the electoral process, have increased. The assessment also included recommendations on the strengthening of the Mission's capacity to interact with senior government officials in Kinshasa as the result of lessons learned. Financial implications are reviewed by the Budget Steering Committee of the Mission, which advises the Mission leadership on the status of financial resources in accordance with resolution 2277 (2016), requesting that the protection of civilians must be given priority in decisions about the use of available capacity and resources. Lessons learned and any further adjustments will be addressed and agreed by the Mission leadership team as the outcome for MONUSCO civilian staffing is considered in the context of budget proposals for future periods

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved, or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

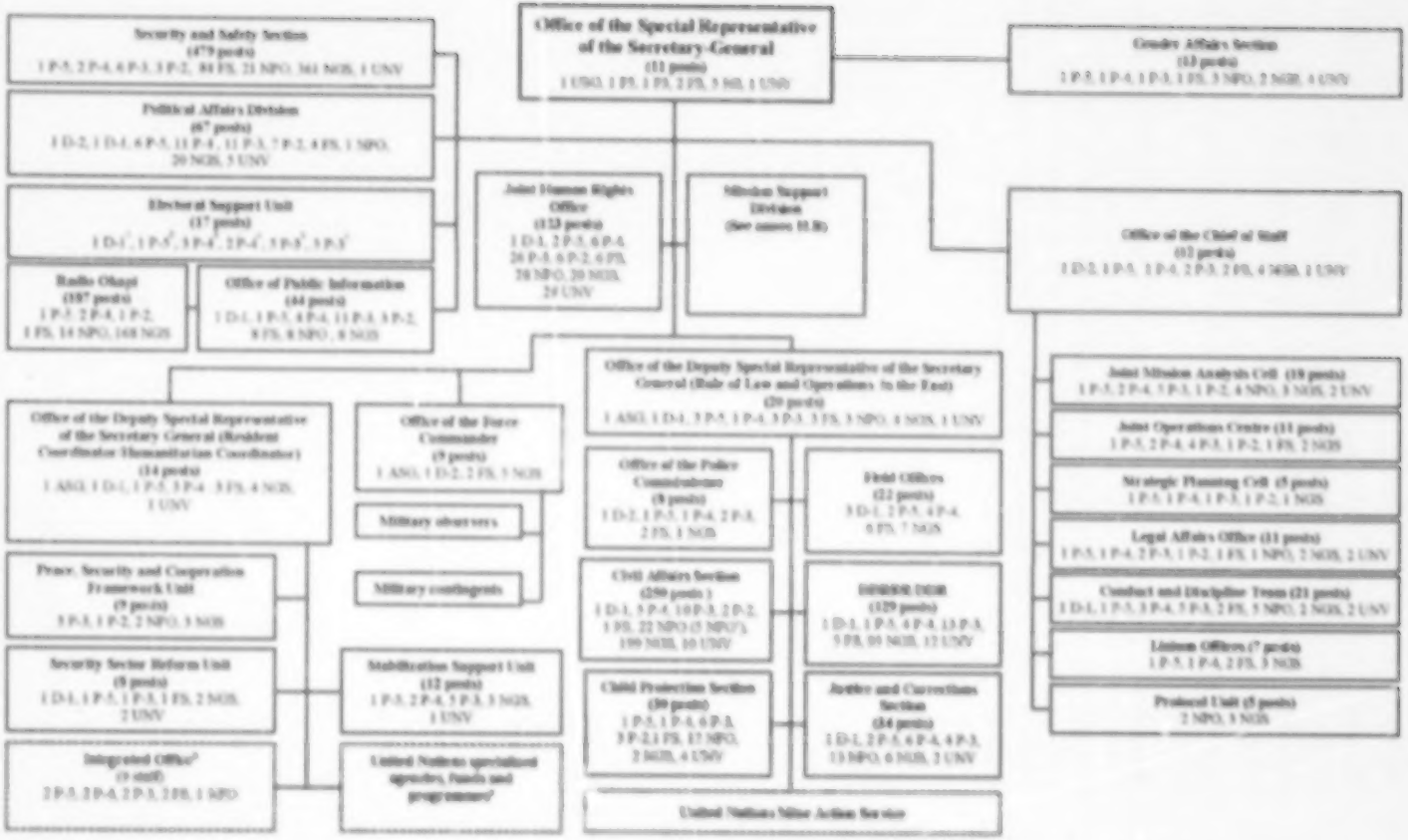
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

A. Substantive


Office of the Special Representative of the Secretary-General
(11 posts)
1 USG, 1 D-1, 1 P-5, 2 P-5, 5 NS, 1 UNV
Security and Safety Section
(479 posts)
1 P-5, 2 P-4, 6 P-3, 3 P-2, 84 FS, 23 NPO, 361 NGS, 1 UNV
Political Affairs Division
(67 posts)
1 D-2, 1 D-1, 6 P-5, 11 P-4, 11 P-3, 7 P-2, 4 FS, 1 NPO, 20 NGS, 5 UNV
Electoral Support Unit
(17 posts)
1 D-1[c], 1 P-5[b], 3 P-4[c], 2 P-4[c], 5 P-3[b], 3 P-3[c]
Radio Okapi
(107 posts)
1 P-5, 2 P-4, 1 P-2, 1 FS, 14 NPO, 168 NGS
Office of Public Information
(44 posts)
1 D-1, 1 P-5, 4 P-4, 11 P-3, 3 P-2, 8 FS, 8 NPO, 8 NGS
Joint Human Rights Office
(133 posts)
1 D-1, 2 P-5, 6 P-4, 20 P-3, 6 P-2, 6 FS, 78 NPO, 20 NGS, 29 UNV
Mission Support Division
(See annex II.B)
Gender Affairs Section
(13 posts)
1 P-5, 1 P-4, 1 P-3, 1 FS, 3 NPO, 2 NGS, 4 UNV
Office of the Chief of Staff
(12 posts)
1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 FS, 4 NGS, 1 UNV
Joint Mission Analysis Cell (19 posts)
1 P-5, 2 P-4, 3 P-3, 1 P-2, 6 NPO, 3 NGS, 2 UNV
Joint Operations Centre (11 posts)
1 P-5, 2 P-4, 4 P-3, 1 P-2, 1 FS, 2 NGS
Strategic Planning Cell (5 posts)
1 P-5, 1 P-4, 1 P-3, 1 P-2, 1 NGS
Legal Affairs Office (11 posts)
1 P-5, 1 P-4, 2 P-3, 1 P-2, 1 FS, 1 NPO, 2 NGS, 2 UNV
Conduct and Discipline Team (21 posts)
1 D-1, 1 P-5, 3 P-4, 5 P-3, 2 FS, 5 NPO, 2 NGS, 2 UNV
Liaison Offices (7 posts)
1 P-5, 1 P-4, 2 FS, 3 NGS
Protocol Unit (5 posts)
2 NPO, 3 NGS
Office of the Deputy Special Representative of the Secretary General (Rule of Law and Operations in the East)
(20 posts)
1 ASG, 1 D-1, 3 P-5, 1 P-4, 3 P-3, 3 FS, 3 NPO, 4 NGS, 1 UNV
Office of the Deputy Special Representative of the Secretary General (Resident Coordinator/Humanitarian Coordinator)
(14 posts)
1 ASG, 1 D-1, 1 P-5, 3 P-4, 3 FS, 4 NGS, 1 UNV
Office of the Police Commissioner
(9 posts)
1 D-2, 1 P-5, 1 P-4, 2 P-3, 2 FS, 1 NGS
Field Offices
(22 posts)
3 D-1, 2 P-5, 4 P-4, 6 FS, 7 NGS
Civil Affairs Section
(250 posts)
1 D-1, 5 P-4, 10 P-3, 2 P-2, 1 FS, 22 NPO (5 NPO[c]), 199 NGS, 10 UNV
HUMAN RIGHTS
(129 posts)
1 D-1, 1 P-5, 4 P-4, 13 P-3, 5 FS, 99 NGS, 12 UNV
Child Protection Section
(39 posts)
1 P-5, 1 P-4, 6 P-3, 3 P-2, 1 FS, 17 NPO, 2 NGS, 4 UNV
Justice and Corrections Section
(34 posts)
1 D-1, 2 P-5, 6 P-4, 4 P-3, 13 NPO, 6 NGS, 2 UNV
United Nations Mine Action Service
Office of the Force Commander
(9 posts)
1 ASG, 1 D-2, 2 FS, 5 NGS
Military observers
Military contingents
Peace, Security and Cooperation Framework Unit
(9 posts)
3 P-5, 1 P-2, 2 NPO, 3 NGS
Security Sector Reform Unit
(8 posts)
1 D-1, 1 P-5, 1 P-3, 1 FS, 2 NGS, 2 UNV
Integrated Office[a]
(9 staff)
2 P-5, 2 P-4, 2 P-3, 2 FS, 1 NPO
Stabilization Support Unit
(12 posts)
1 P-5, 2 P-4, 5 P-3, 3 NGS, 1 UNV
United Nations specialized agencies, funds and programmes[a]

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; UNV, United Nations Volunteers; NPO, National Professional Officer; NGS, national General Service.

[a] Includes UNDP, World Bank, UNESCO, UNICEF, UNOPS, ILO, FAO, UNFPA, UNHCHR, UNHCR, IMF, OCHA, WHO, UNAIDS and IOM.

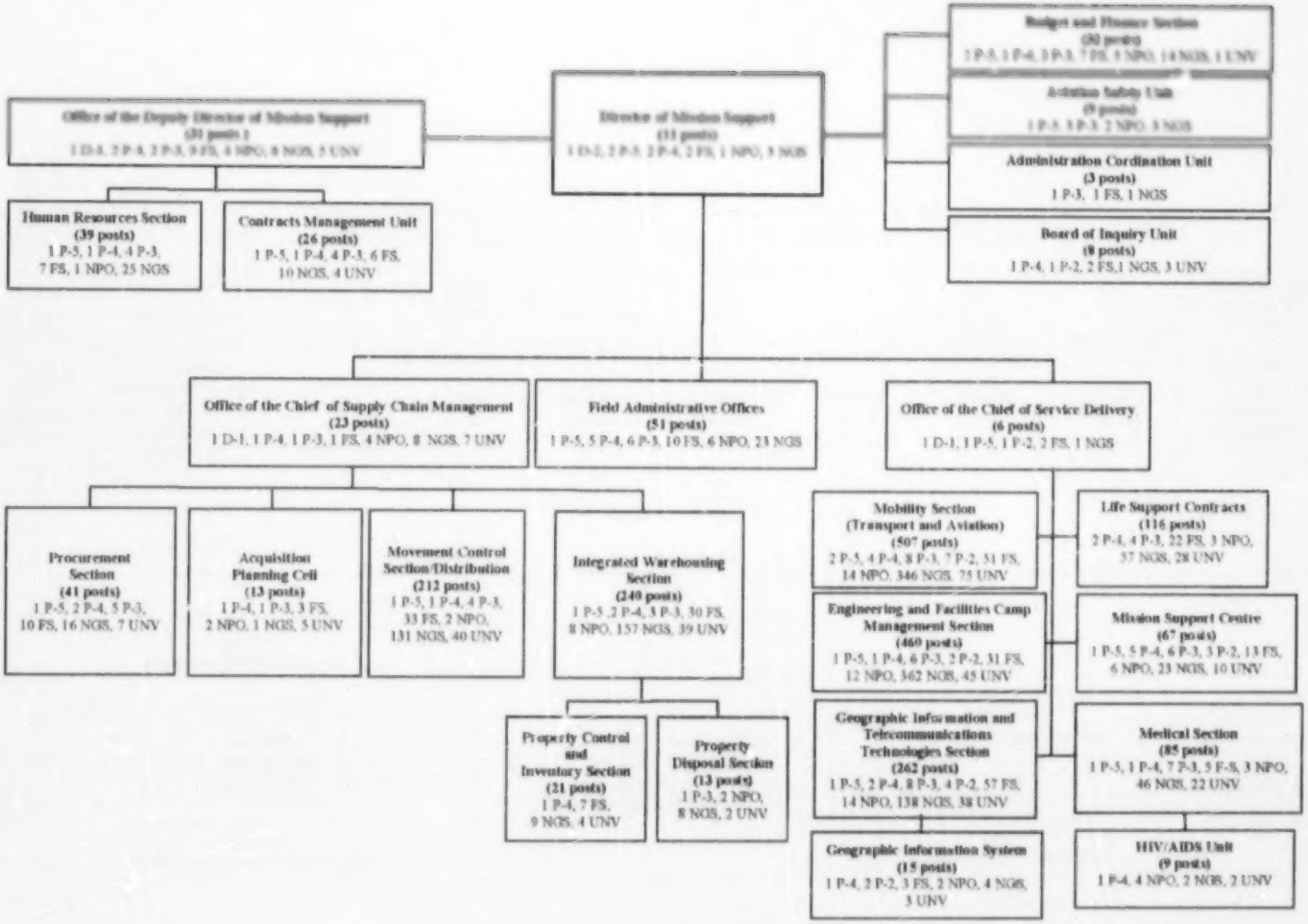
[b] Redeployed/reassigned.

[c] New (established).

Error! No document variable supplied.

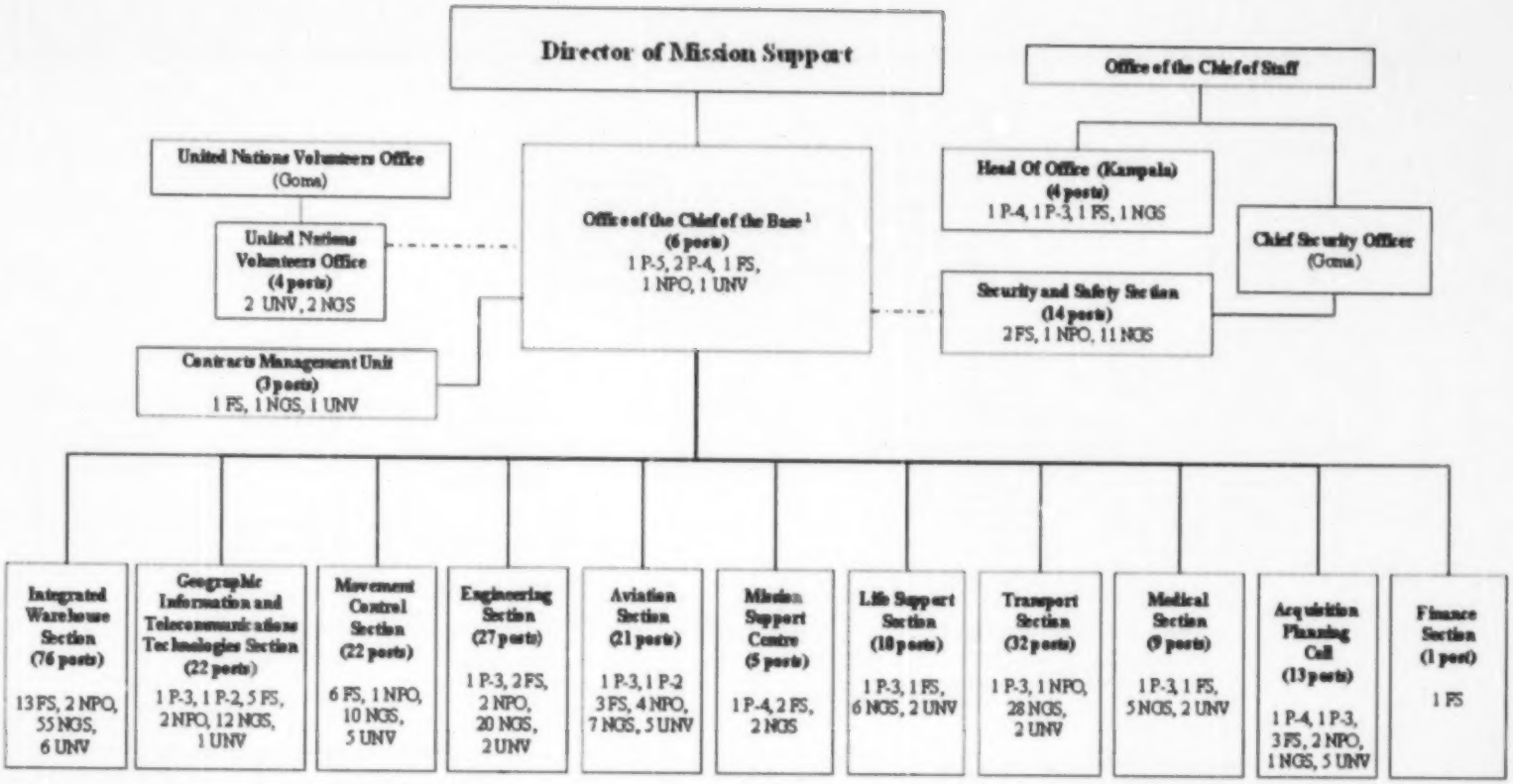
Error! No document variable supplied.

B. Support


Office of the Deputy Director of Mission Support
(30 posts)
1 D-1, 2 P-4, 2 P-3, 9 FS, 4 NPO, 8 NGS, 5 UNV
Director of Mission Support
(11 posts)
1 D-2, 2 P-5, 2 P-4, 2 FS, 1 NPO, 3 NGS
Budget and Finance Section
(30 posts)
1 P-5, 1 P-4, 3 P-3, 7 FS, 5 NPO, 14 NGS, 1 UNV
Aviation Safety Unit
(9 posts)
1 P-5, 3 P-3, 2 NPO, 3 NGS
Administration Cordination Unit
(3 posts)
1 P-3, 1 FS, 1 NGS
Board of Inquiry Unit
(8 posts)
1 P-4, 1 P-2, 2 FS,1 NGS, 3 UNV
Human Resources Section
(39 posts)
1 P-5, 1 P-4, 4 P-3,
7 FS, 1 NPO, 25 NGS
Contracts Management Unit
(26 posts)
1 P-5, 1 P-4, 4 P-3, 6 FS,
10 NGS, 4 UNV
Office of the Chief of Supply Chain Management
(23 posts)
1 D-1, 1 P-4, 1 P-3, 1 FS, 4 NPO, 8 NGS, 7 UNV
Field Administrative Offices
(51 posts)
1 P-5, 5 P-4, 6 P-3, 10 FS, 6 NPO, 23 NGS
Office of the Chief of Service Delivery
(6 posts)
1 D-1, 1 P-5, 1 P-2, 2 FS, 1 NGS
Procurement
Section
(41 posts)
1 P-5, 2 P-4, 5 P-3,
10 FS, 16 NGS, 7 UNV
Acquisition
Planning Cell
(13 posts)
1 P-4, 1 P-3, 3 FS,
2 NPO, 1 NGS, 5 UNV
Movement Control
Section/Distribution
(212 posts)
1 P-5, 1 P-4, 4 P-3,
33 FS, 2 NPO,
131 NGS, 40 UNV
Integrated Warehousing
Section
(240 posts)
1 P-5 ,2 P-4, 3 P-3, 30 FS,
8 NPO, 157 NGS, 39 UNV
Property Control
and
Inventory Section
(21 posts)
1 P-4, 7 FS,
9 NGS, 4 UNV
Property
Disposal Section
(13 posts)
1 P-3, 2 NPO,
8 NGS, 2 UNV
Mobility Section
(Transport and Aviation)
(507 posts)
2 P-5, 4 P-4, 8 P-3, 7 P-2, 51 FS,
14 NPO, 346 NGS, 75 UNV
Life Support Contracts
(116 posts)
2 P-4, 4 P-3, 22 FS, 3 NPO,
57 NGS, 28 UNV
Engineering and Facilities Camp
Management Section
(460 posts)
1 P-5, 1 P-4, 6 P-3, 2 P-2, 31 FS,
12 NPO, 362 NGS, 45 UNV
Mission Support Centre
(67 posts)
1 P-5, 5 P-4, 6 P-3, 3 P-2, 13 FS,
6 NPO, 23 NGS, 10 UNV
Geographic Information and
Telecommunications
Technologies Section
(262 posts)
1 P-5, 2 P-4, 8 P-3, 4 P-2, 57 FS,
14 NPO, 138 NGS, 38 UNV
Medical Section
(85 posts)
1 P-5, 1 P-4, 7 P-3, 5 F-S, 3 NPO,
46 NGS, 22 UNV
Geographic Information System
(15 posts)
1 P-4, 2 P-2, 3 FS, 2 NPO, 4 NGS,
3 UNV
HIV/AIDS Unit
(9 posts)
1 P-4, 4 NPO, 2 NGS, 2 UNV

Abbreviations: D, Director; P, Professional; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

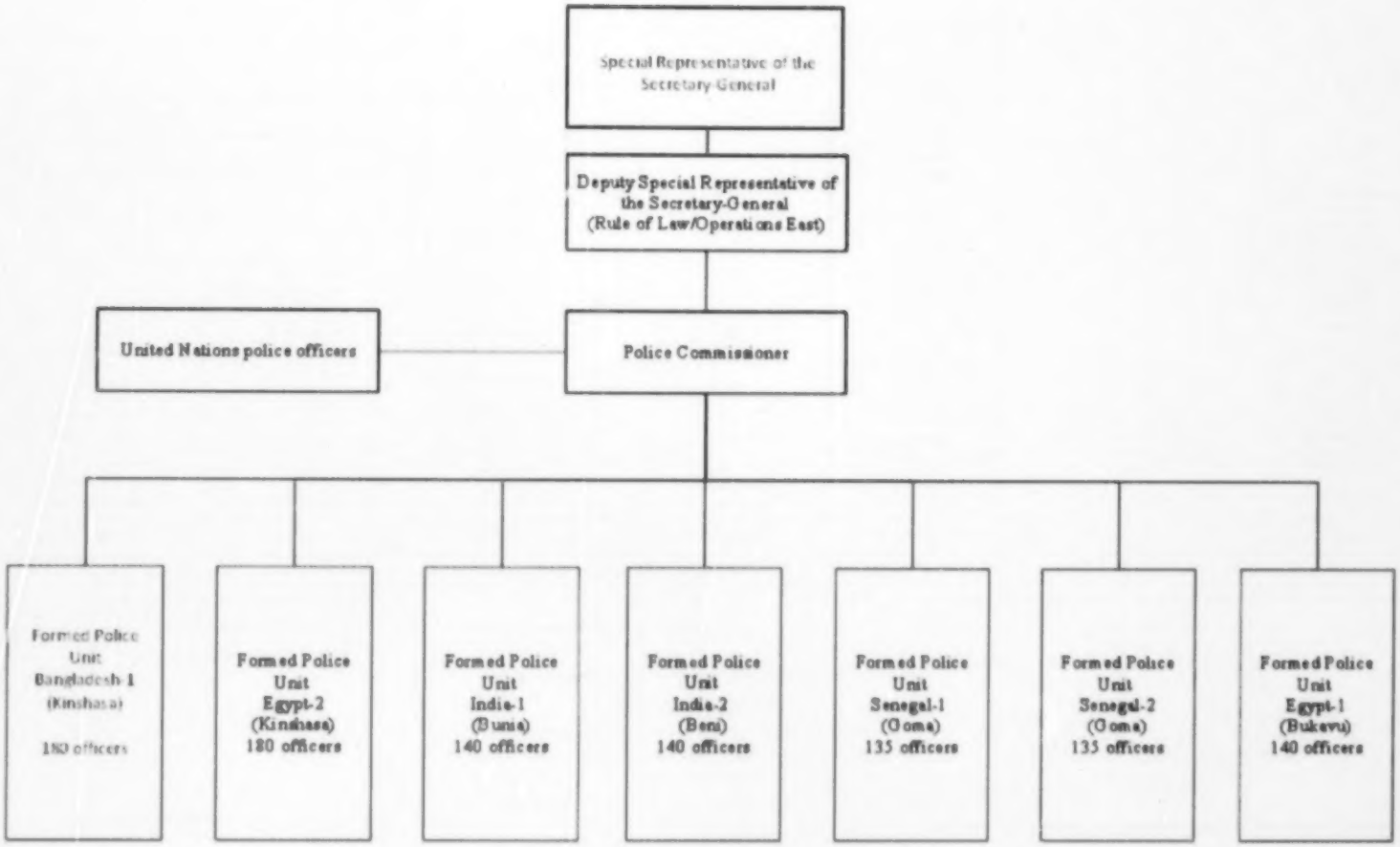
C. Entebbe Support Base


Director of Mission Support
Office of the Chief of Staff
United Nations Volunteers Office (Goma)
United Nations Volunteers Office (4 posts) 2 UNV, 2 NGS
Office of the Chief of the Base[1] (6 posts) 1 P-5, 2 P-4, 1 FS, 1 NPO, 1 UNV
Head Of Office (Kampala) (4 posts) 1 P-4, 1 P-3, 1 FS, 1 NGS
Chief Security Officer (Goma)
Security and Safety Section (14 posts) 2 FS, 1 NPO, 11 NGS
Contracts Management Unit (3 posts) 1 FS, 1 NGS, 1 UNV
Integrated Warehouse Section (76 posts) 13 FS, 2 NPO, 55 NGS, 6 UNV
Geographic Information and Telecommunications Technologies Section (22 posts) 1 P-3, 1 P-2, 5 FS, 2 NPO, 12 NGS, 1 UNV
Movement Control Section (22 posts) 6 FS, 1 NPO, 10 NGS, 5 UNV
Engineering Section (27 posts) 1 P-3, 2 FS, 2 NPO, 20 NGS, 2 UNV
Aviation Section (21 posts) 1 P-3, 1 P-2 3 FS, 4 NPO, 7 NGS, 5 UNV
Mission Support Centre (5 posts) 1 P-4, 2 FS, 2 NGS
Life Support Section (18 posts) 1 P-3, 1 FS, 6 NGS, 2 UNV
Transport Section (32 posts) 1 P-3, 1 NPO, 28 NGS, 2 UNV
Medical Section (9 posts) 1 P-3, 1 FS, 5 NGS, 2 UNV
Acquisition Planning Cell (13 posts) 1 P-4, 1 P-3, 3 FS, 2 NPO, 1 NGS, 5 UNV
Finance Section (1 post) 1 FS

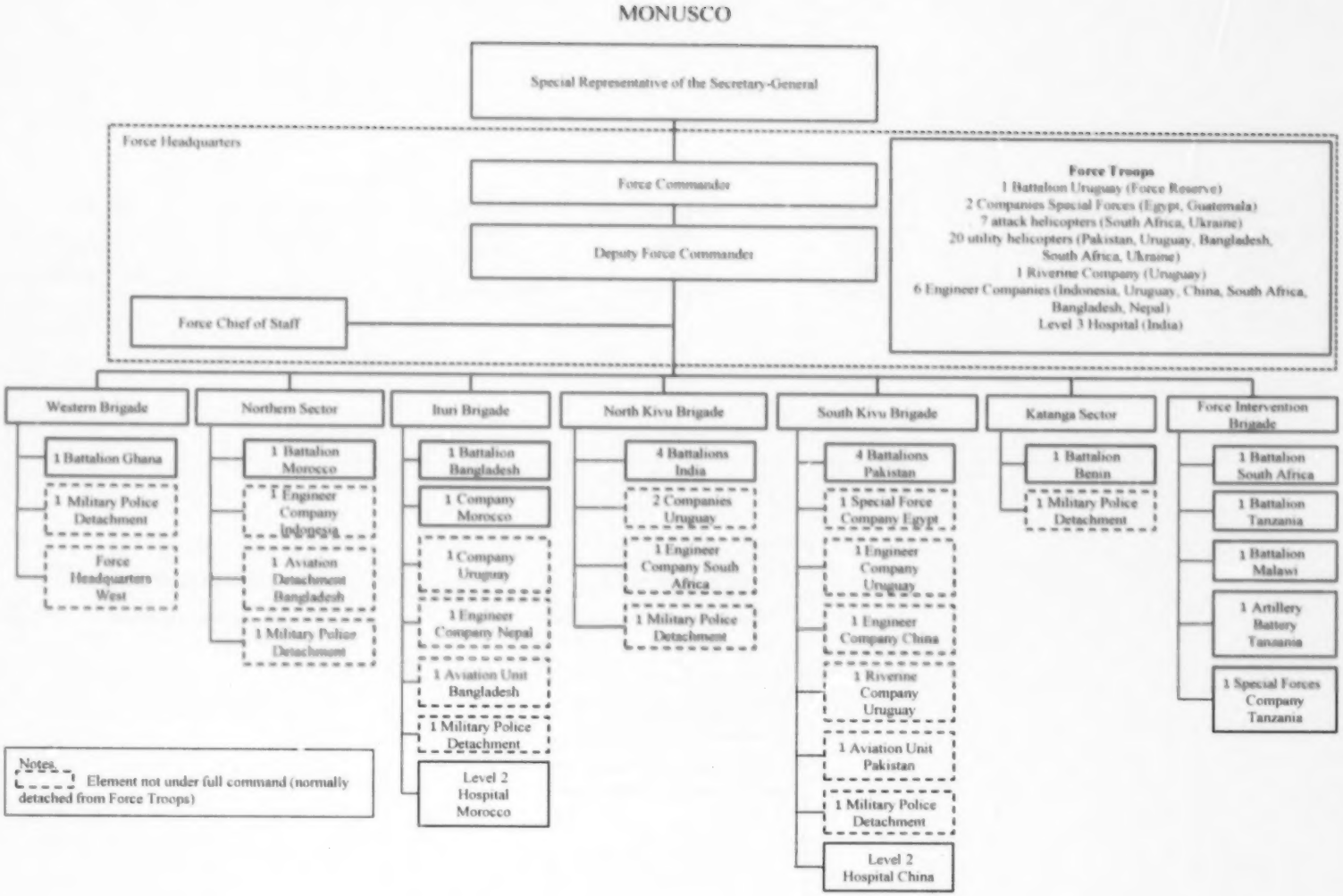
Abbreviations: FS, Field Service; NPO, National Professional Officer; NGS, national General Service ; UNV, United Nations Volunteers.

[a] Includes Regional and Field Administrative Offices, Aviation Safety, Budget and Cost Control, Local Property Survey Board and Claims Review Board, Property Control and Inventory Unit.

D. United Nations police


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General (Rule of Law/Operations East)
United Nations police officers
Police Commissioner
Formed Police Unit Bangladesh-1 (Kinshasa) 180 officers
Formed Police Unit Egypt-2 (Kinshasa) 180 officers
Formed Police Unit India-1 (Bunia) 140 officers
Formed Police Unit India-2 (Beni) 140 officers
Formed Police Unit Senegal-1 (Goma) 135 officers
Formed Police Unit Senegal-2 (Goma) 135 officers
Formed Police Unit Egypt-1 (Bukavu) 140 officers

E. Military contingents and observers



Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
1. Governance and institutional development	1.1 The institutional framework of the Democratic Republic of the Congo and citizen structures is reinforced to ensure the promotion of human rights and development in the Democratic Republic of the Congo	1.1.1 The Government has the capacity to implement reforms, laws and government policies	UNDP, UNJHRO, UNICEF, UNFPA, UN-Women, ILO
		1.1.2 The executive, elected officials, supreme audit institutions and citizen structures have the tools to monitor policies and the management of public affairs	UNDP
	Total for outcome 1 (all United Nations agencies and MONUSCO): $10.4 million per year	1.1.3 Access to justice, the promotion of human rights and the protection of civilians and property is improved	UNDP, UNJHRO, UNICEF
		1.1.4 National statistics capacities are strengthened	UNFPA, UNICEF, UNDP, WFP, FAO, WHO, UNESCO, ILO
		1.1.5 Provinces have the necessary human, organizational and infrastructural capacities	UNDP, UNJHRO, MONUSCO
		1.1.6 Public policy mechanisms for gender equity promotion are reinforced	UN-Women, UNDP
		1.1.7 Regional migration management mechanisms are reinforced	IOM
2. Pro-poor grown and employment creation	2.1 Public institutions successfully implement policies and programmes able to accelerate employment creation and increase revenues	2.1.1. Communities and institutions are equipped to enhance sustainable productivity in the rural sector	WFP, ILO, UNIDO, UNOPS, IFAD, UNDP
	Total for outcome 2 (all United Nations agencies): $9.7 million per year	2.1.2 Communities and institutions are supported to develop sustainable value chains	WFP, ILO, UNIDO, UNOPS, IFAD, UNDP

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		2.1.3 Small and medium-sized enterprises benefit from programmes that promote investment	FAO, ILO, UNIDO, UNOPS, UNDP
		2.1.4 Capacities of public institutions to promote decent employment at the national and local levels are increased	UNDP, FAO, ILO, UNIDO, UNESCO
		2.1.5 Employment opportunities and training increase, particularly for youth, women and vulnerable groups	UNDP, FAO, ILO
		2.1.6 Capacities of public institutions to develop and implement tools for sustainable space planning are increased	ILO, IOM, WFP, UNHCR, IN-Habitat, UNOPS
		2.1.7 Population, particularly vulnerable groups, has access to tools for the development of entrepreneurship capacities and to financing	UNCDF, UNDP, UNESCO, UNIDO, ILO, UNOPS, WFP, FAO
3. Access to basic social services is improved and human capital is reinforced	3.1 Population, particularly vulnerable groups, benefits from an increased and improved offer of basic social services	3.1.1 Population, particularly vulnerable groups, benefits from improved health services, particularly regarding maternal and child health and nutrition	UNICEF, UNFPA, WFP, WHO, UNOPS
	Total for outcome 3 (all United Nations agencies and MONUSCO): $221.6 million per year	3.1.2 Population, particularly vulnerable groups, has access to equitable and quality education and professional training	UNICEF, UNESCO, ILO,WFP, UNOPS, UNFPA, WHO
		3.1.3 Population, particularly vulnerable groups, has access to improved drinking water and sanitation services	UNICEF, UNEP, WHO, UNHCR, UNOPS, FAO, WFP
		3.1.4 Vulnerability of Congolese population is decreased through adequate social protection assistance	UNICEF, ILO, UNDP, WFP, WHO, MONUSCO, UNHCR, UNFPA

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		3.1.5 Institutional social protection capacities are reinforced	UNICEF, ILO, UNDP, WFP, WHO, MONUSCO, UNHCR, UNFPA
4. Development of human capital and fight against HIV/AIDS	4.1 National response to the HIV/AIDS epidemic is improved and expanded	4.1.1 Public/private/ community/religious UNAIDS institutions have scaled up their HIV/AIDS programmes	UNAIDS
	Total for outcome 4 (all United Nations agencies and MONUSCO): $3.5 million per year	4.1.2 National and decentralized institutional capacities are increased to plan, coordinate and monitor multisectoral HIV/AIDS programmes	UNAIDS
5. Climate change and durable management of natural resources	5.1 The Government improves its management of natural resources	5.1.1 Strategies and policies for the limitation of and adaptation to climate change are developed	UNDP, FAO, UNEP, UNIDO, UN-Habitat
	Total for outcome 5 (all United Nations agencies): $8.5 million per year	5.1.2 Forest management participatory tools are developed by all levels of society	FAO, UNEP, UNDP, WFP
		5.1.3 A system for disaster risk management is in place	UNDP, FAO, WFP, UNOPS, UNEP, UN-Habitat
		5.1.4 Instruments for special and land planning are put in place	UN-Habitat
		5.1.5 Indigenous and local people are involved in the sustainable management of protected areas	UNDP, UNESCO
		5.1.6 People have access to modern energy services and clean energy	UNDP, UNEP
		5.1.7 Emissions in the Democratic Republic of the Congo are measured, reported and verified	UNDP, FAO, UNEP, WFP
		5.1.8 There is a reduction in the number of people at risk from mining pollution	UNDP
6. Stabilization and peace consolidation	6.1 All regions of the Democratic Republic of the Congo register	6.1.1 A joint security sector reform strategy is implemented	MONUSCO, UNDP, UNJHRO

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	significant progress in the protection of civilians, respect for human rights and the reduction of conflict and tensions	6.1.2 People in the east of the Democratic Republic of the Congo have access to public services	MONUSCO, UNDP, UNICEF, WFP, UNFPA, UN-Habitat, UNOPS
	Total for outcome 6 (all United Nations agencies and MONUSCO): $40.5 million per year	6.1.3 Mechanisms for the protection of populations affected by conflict are operational	MONUSCO, UNJHRO
		6.1.4 Mechanisms to prevent and respond to violations of children's rights are implemented	MONUSCO, UNJHRO, UNICEF
		6.1.5 Mechanisms to prevent sexual violence and assist victims of sexual violence are implemented	MONUSCO, UNJHRO, UNFPA, UNICEF
		6.1.6 Support programmes for host communities of internally displaced persons, refugees, returnees and persons demobilized are in place	UNHCR, UNDP, UNICEF, WFP, UNESCO, WHO, FAO, MONUSCO, ILO, UN-Habitat
		6.1.7 Conflict prevention and resolution strategies and mechanisms are developed and implemented	MONUSCO, UN-Habitat, UNDP, FAO, UNHCR, UNICEF

Abbreviations: FAO, Food and Agriculture Organization of the United Nations; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IOM, International Organization for Migration; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNCDF, United Nations Capital Development Fund; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNESCO, United Nations Educational, Scientific and Cultural Organization; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNJHRO, United Nations Joint Human Rights Office; UNOPS, United Nations Office for Project Services; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; WFP, World Food Programme; WHO, World Health Organization.

MONUSCO
February 2017
CENTRAL AFRICAN REPUBLIC
SOUTH SUDAN
UGANDA
RWANDA
BURUNDI
UNITED REPUBLIC OF TANZANIA
MALAWI
ZAMBIA
ANGOLA
CONGO
DEMOCRATIC REPUBLIC OF THE CONGO